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# Healthcare Design
## Across the Continuum of Care



**2017 Healthcare Environment Award Winners**











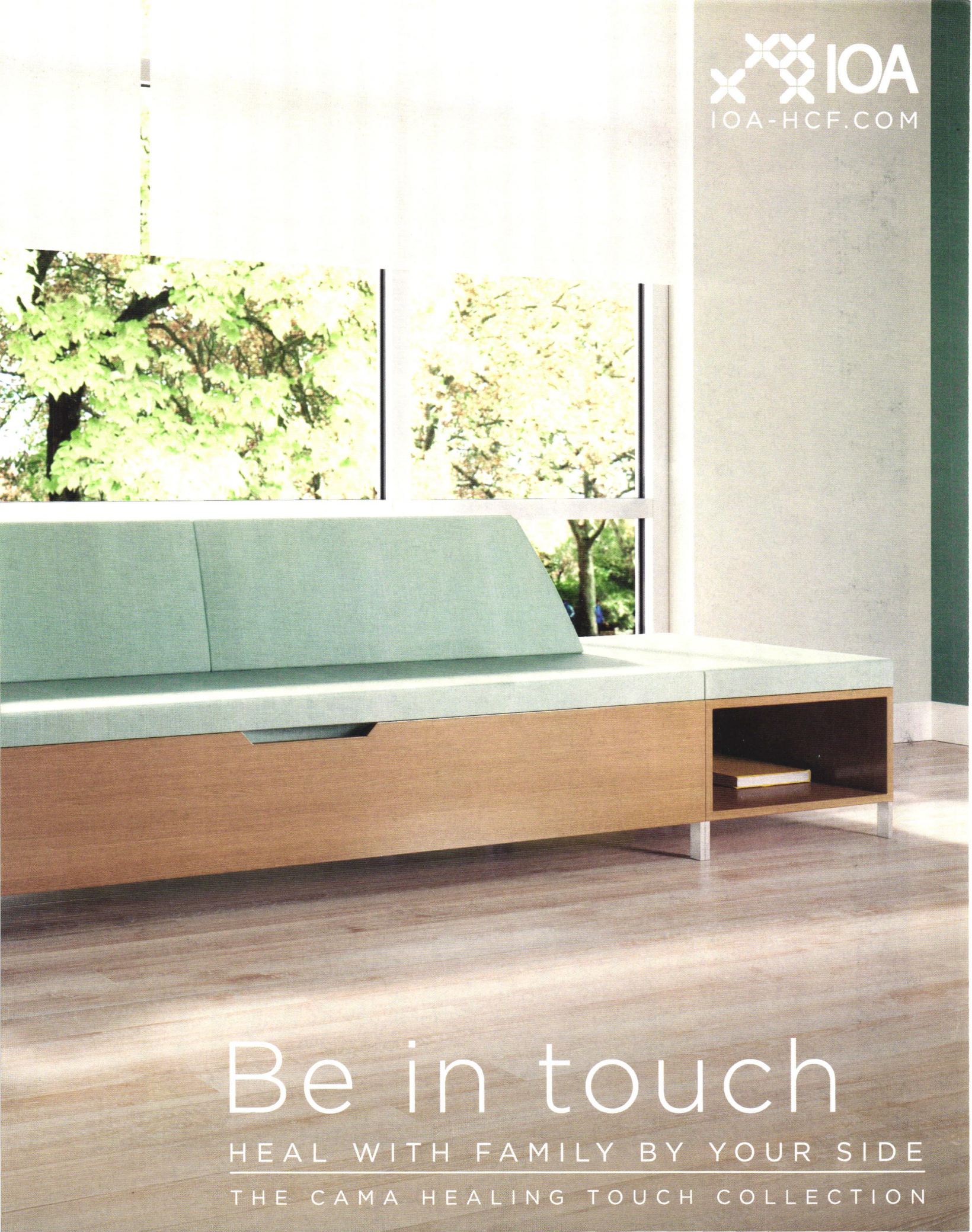
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**cover: Shirley Ryan AbilityLab by HDR | Gensler in association with Clive Wilkinson Architects. Photo by Michael Moran**

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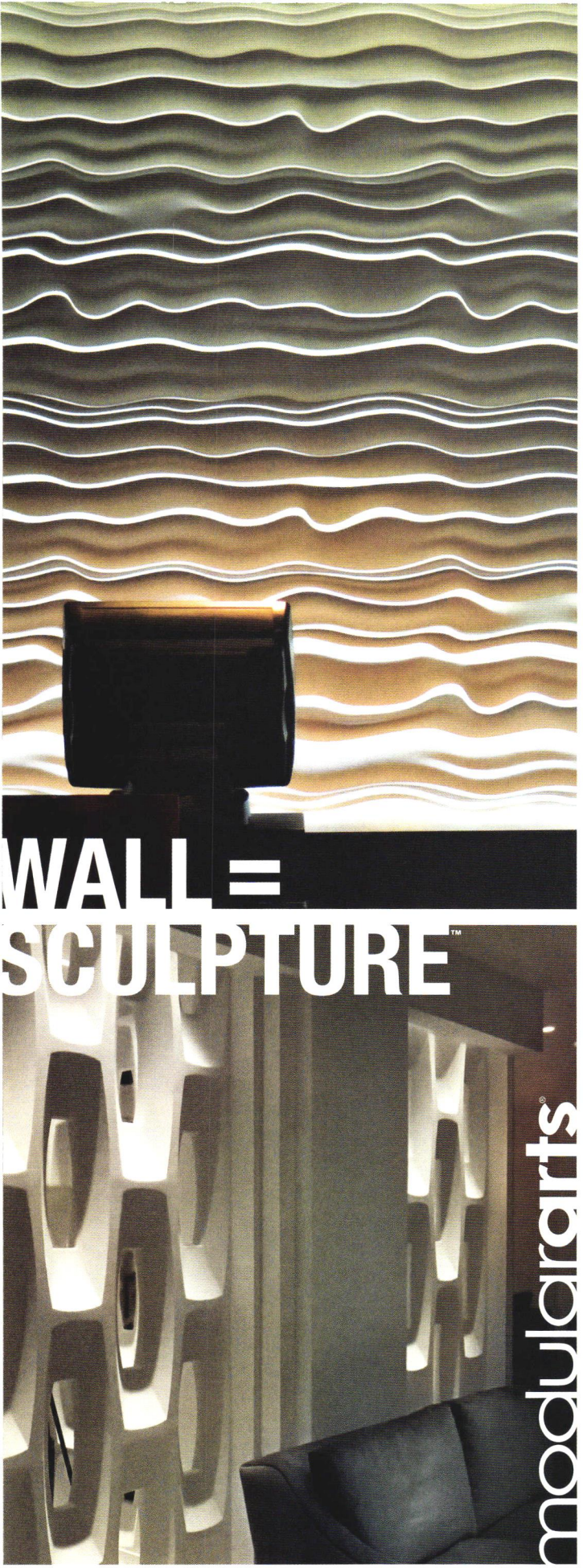


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The Royal Institute of British Architects (RIBA) recognized the 88-year-old designer with the United Kingdom's highest honor for architects.
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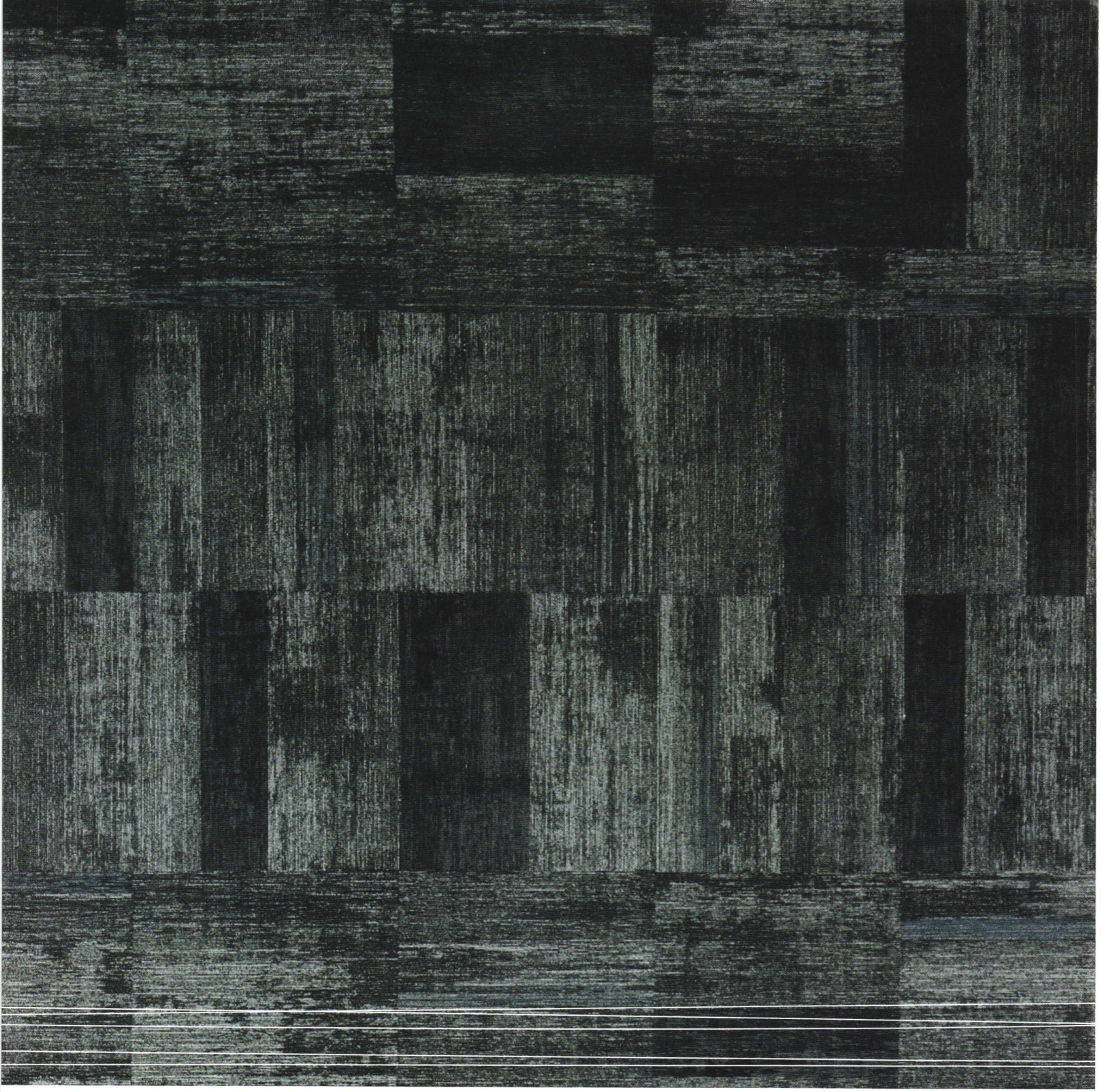

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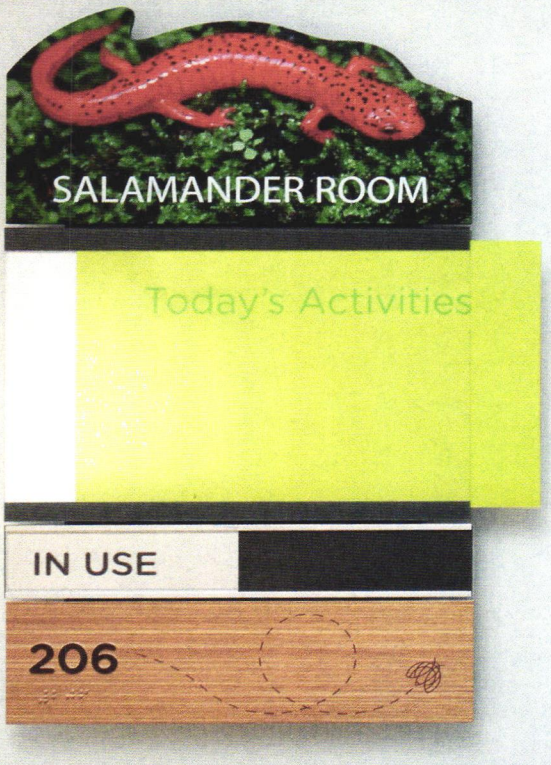


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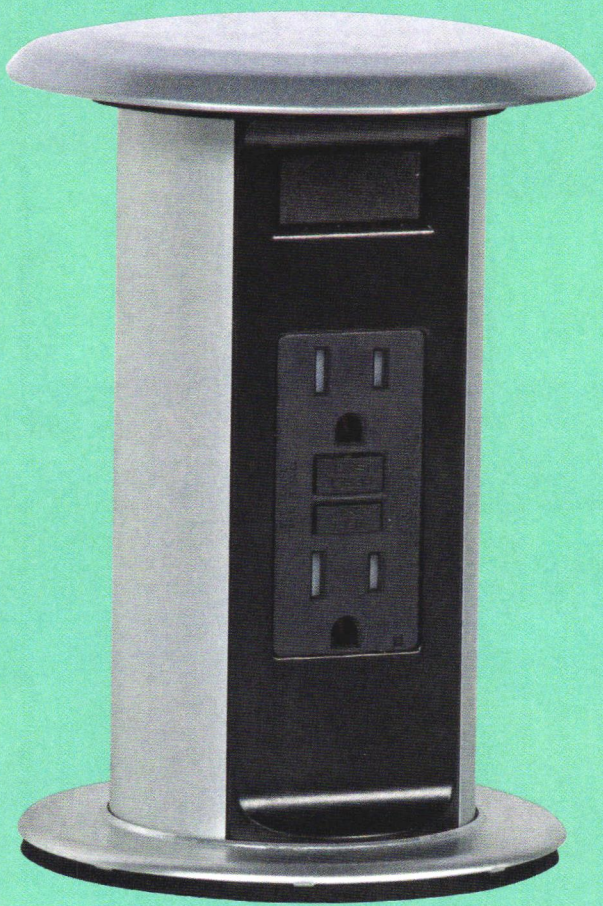

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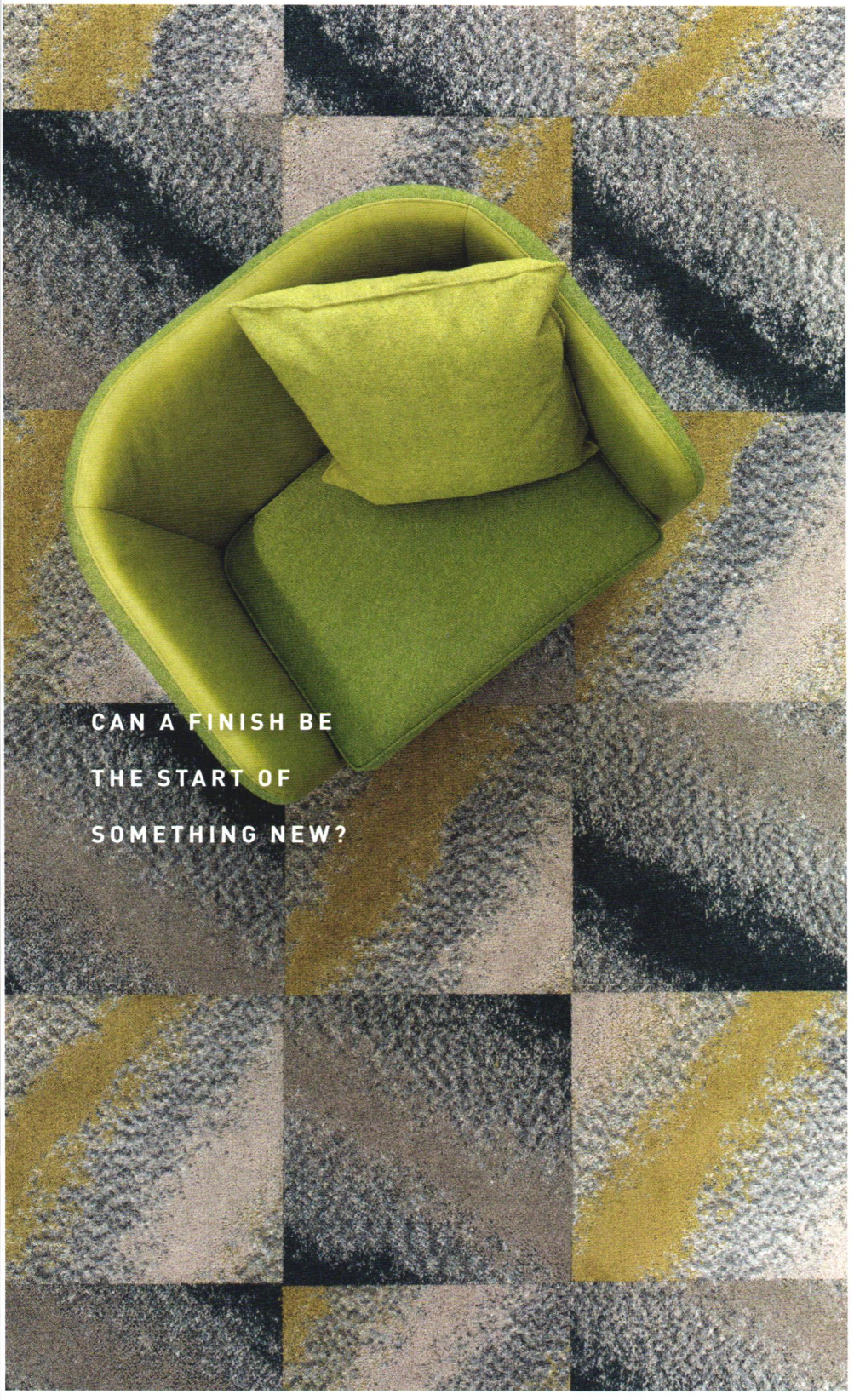


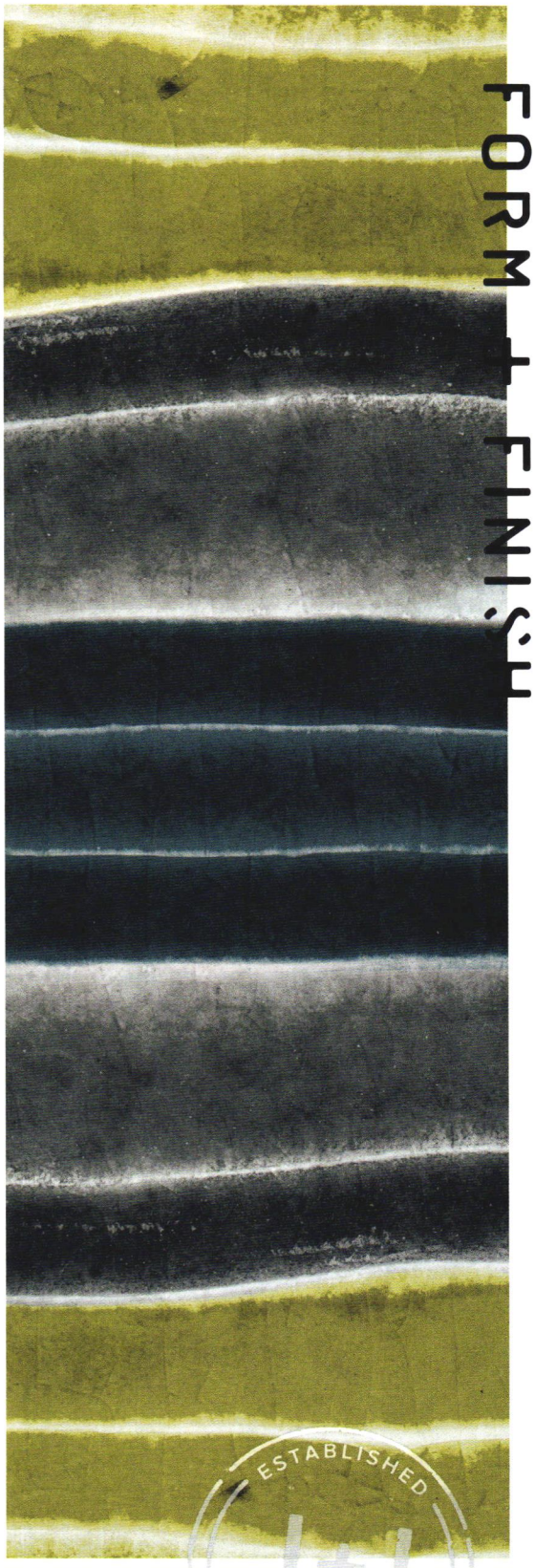


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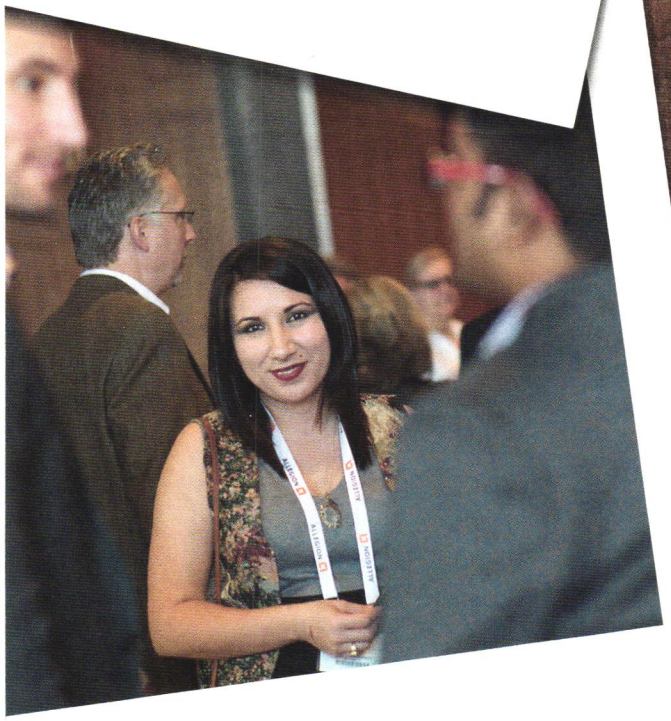

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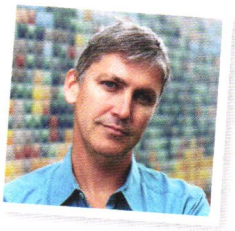

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# Designing for Patients, Caregivers, and Recruitment

Welcome to our annual issue focused on healthcare design, published in November just in time for the Healthcare Design Expo + Conference (page 34) in Orlando. In this issue, we showcase the winners of the Healthcare Environment Awards (page 74), presented by *Contract* in collaboration with The Center for Healthcare Design.

Among the winners, we feature the remarkable Shirley Ryan AbilityLab (cover and page 76) in Chicago, designed by HDR | Gensler in association with Clive Wilkinson Architects. This is the Healthcare Environment Award winner in the Acute Care category. Here, the very concept of a comprehensive rehabilitation center is redefined. The architects and designers carefully considered all rehabilitation needs for arms and hands, legs and walking, strength and endurance, thinking and speaking, and pediatric care—programmatically planned within the building by area of focus. And this is one of the first buildings to incorporate the translational model—putting rehabilitation researchers and practitioners together to learn from the patient care experience.

Healthcare encompasses wellness and fitness as well. With that in mind, an entirely different design solution was developed by SRG Partnership, in conjunction with Nike, for the Marcus Mariota Sports Performance Center at the University of Oregon (page 84). This is the Healthcare Environment Award winner in the Health and Wellness Fitness category. Here, the Oregon Ducks football team enjoys a state-of-the-art facility in which athletes can exercise, be analyzed for their health and fitness, receive rehabilitation treatment, or even take a nap to rejuvenate. The worlds of fitness, fashion, and team pride coincide here, as well, with row upon row of football uniform options to entice recruits to play for the Ducks.

We are also pleased to feature projects that are exemplars of traditional healthcare delivery. Mehrdad Yazdani and his team at Yazdani Studio of CannonDesign were able to weave architectural excellence with beautiful healthcare interiors at Jacobs Medical Center (page 50) in La Jolla, California. Here, the beauty is inside and out, from the architecture and building envelope to the interior spaces crafted for caregiver needs and patient comfort. And lessons from hospitality design are clearly apparent. A labor and delivery room, for example, looks much more like a hotel suite than a hospital room. Great care was placed in the selection of finishes and furnishings here, offering lessons for designers of all project types.

In the design of the Miami Cancer Institute (page 58), ZGF Architects in association with MGE Architects, considered the local parklike context of Baptist Health's Miami campus as well as the personal needs of patients who are coming for an unpleasant and otherwise stress-inducing life moment. The complex includes an outpatient care and advanced imaging facility as well as a laboratory building flexibly designed for expansion and adaptability over time for the evolution of cancer care and research.

In the more urban context of Stamford, Connecticut, EYP Health designed the replacement Stamford Hospital (page 64) with the Planetree model of patient-centric care in mind. Balancing high tech and high touch in healthcare interiors, EYP partnered with clinicians and administrators to plan for a hospital that keeps the patient at the forefront. At the same time, EYP designed the hospital with numerous design details to enhance the work life of caregivers. In a first-person essay (page 70), Tushar Gupta, a principal at EYP Health, describes how his team was able to design multiple elements specifically for the caregiver needs.

**Healthcare Design Expo**

I look forward to seeing *Contract* readers at the Healthcare Design Expo + Conference in Orlando, November 11-14. I will be presenting the winners of the Healthcare Environment Awards and the Nightingale Awards for the best products at the expo on the morning of November 13 during The Center for Healthcare Design's awards presentation. Visit hcdexpo.com to learn more. Also, know that tickets and tables are available now for the Interiors Awards Breakfast, presented by *Contract* on Friday, January 26, 2018, in New York. Visit contractdesign.com/interiorsawards to purchase tickets, and I will see you there!

Sincerely,

**John Czarnecki, Assoc. AIA, Hon. IIDA**
**Editor in Chief**

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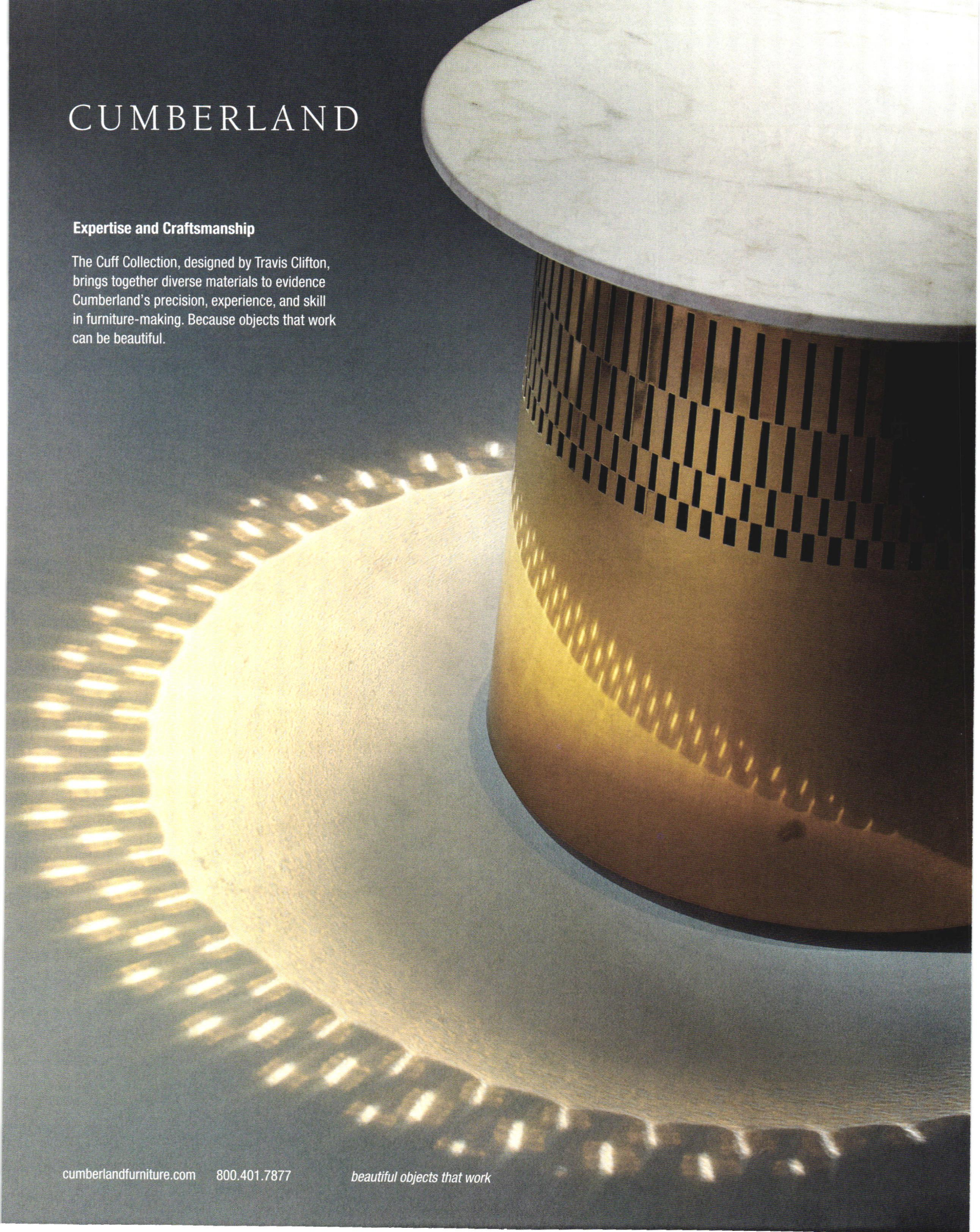
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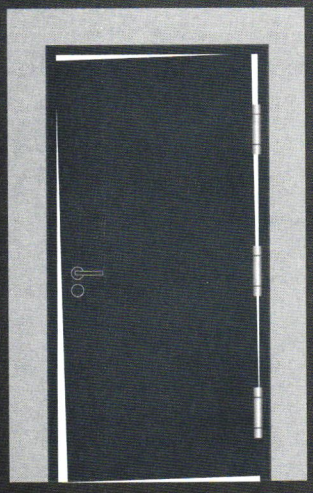

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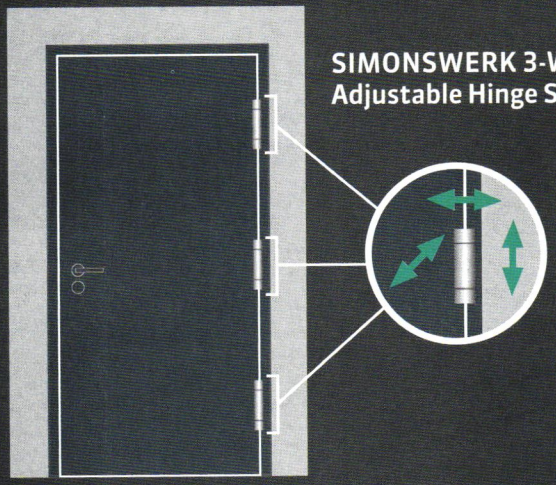

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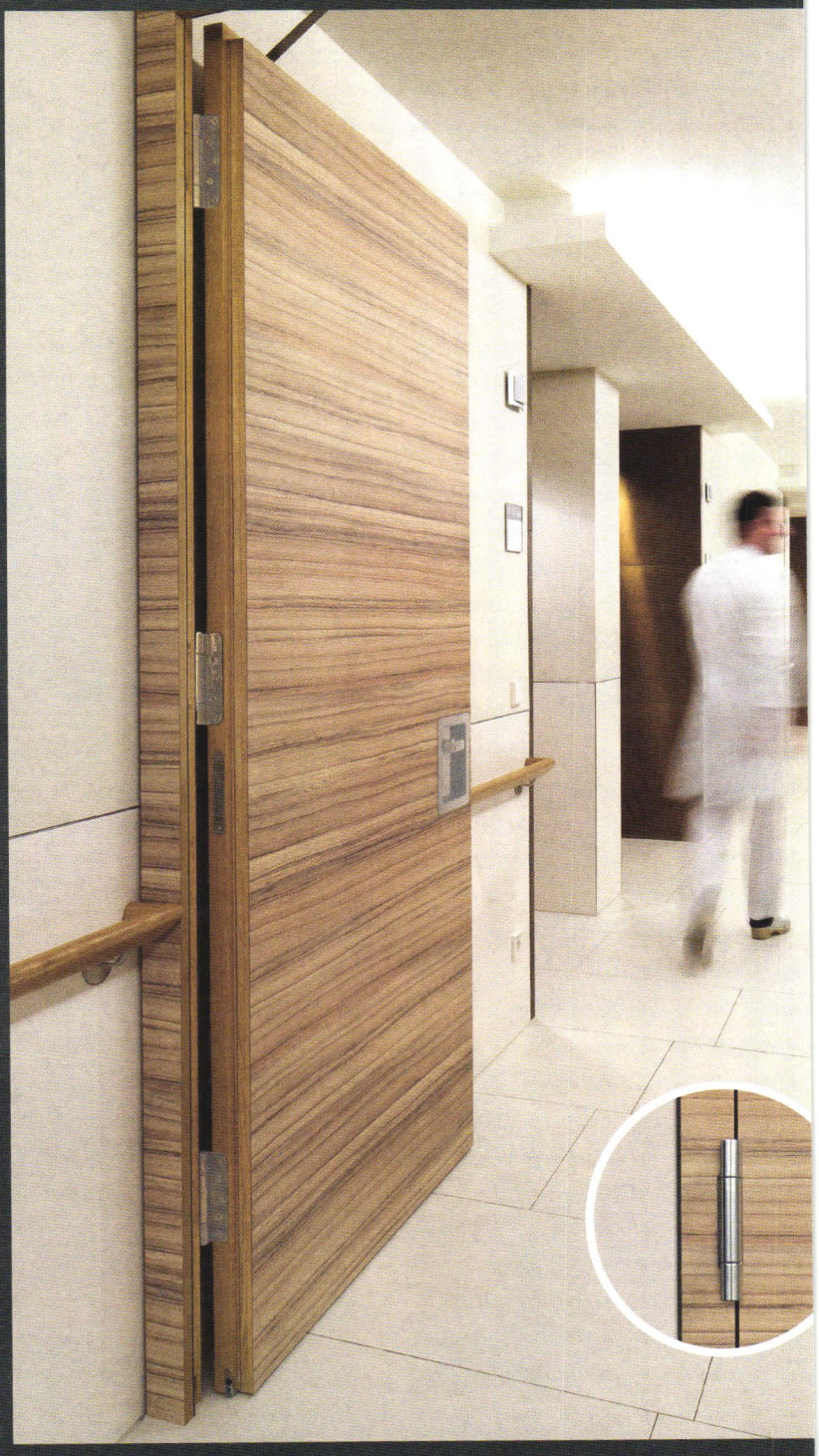

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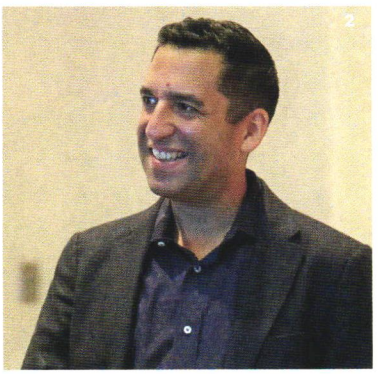
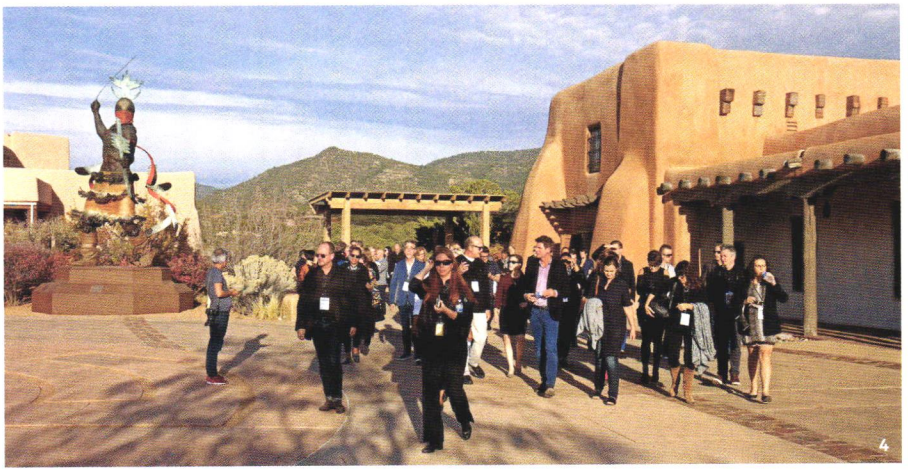
# Speakers and Santa Fe Sites Highlight Contract Design Forum

















Attendees at Contract Design Forum in Santa Fe enjoyed Museum Hill (4), started the event with a salsa-making competition (1), and listened to great speakers (5), including Pixar Animating Director Andrew Gordon (2). Editor in Chief John Czarnecki (3) took a selfie with Royce Epstein and Jackie Dettmar of Mohawk Group. Barry Richard of Rockwell Group (6) asked a question of a speaker. Attendees included Annie Chu, Jocelyn Stroupe, and Lauren Rottet (7); and Michael Bonomo, Chris Stulpin, and Irwin Miller (8).

Bringing together the leading experts in commercial architecture and interior design, the 13th Annual Contract Design Forum was held October 18–20, at La Fonda on the Plaza in Santa Fe, New Mexico.

Fostering provocative conversation about the design profession and its future, the Forum is an annual two-day gathering of the 40-member Contract Editorial Advisory Board—comprised of notable architects and designers from across the country—invited guests who are leaders in the commercial design industry, and representatives of sponsors.

This year's speakers were Andrew Gordon, Ellen Dunham-Jones, and Jason Schupbach. Gordon, directing animator at Pixar Animation Studios, delivered a talk about creativity and storytelling, while Dunham-Jones—a leading authority on retrofitting suburbia—spoke about her authoritative book on the subject "Retrofitting Suburbia: Urban Design Solutions for Redesigning Suburbs." Schupbach discussed his role as the director of the design school at the Herberger Institute for Design and the Arts at Arizona State University and prior experiences as the director of design and creative placemaking programs for the National Endowment for the Arts.

The event included visits to the Museum of International Folk Art to learn about Alexander Girard's folk art collection as well as SITE Santa Fe—a contemporary art space housed within a new building designed by SHoP Architects. Dinners were enjoyed at Eloisa—a 2016 nominee for the James Beard Award for Best New Restaurant—and The Compound, a restaurant designed by Alexander Girard with a rich 50-year history.

The 2017 Contract Design Forum was sponsored by Bentley, Crossville, Davis, Humanscale, Keilhauer, Kimball, Kwalu, Mohawk Group, OFS, Shaw Contract, Sunbrella, Tarkett, Teknion, Universal Fibers, and Wolf-Gordon. —STAFF

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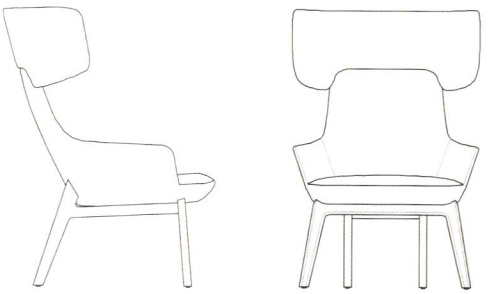

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# Women May Apply for the Anna Hernandez/Luna Textiles Education Fund Award



Women in the design profession are invited to apply for the Anna Hernandez/Luna Textiles Education Fund Award. The International Interior Design Association (IIDA) Foundation established the award to honor the memory of Anna Hernandez (pictured), the late founder of Luna Textiles, by advancing and celebrating the work of women in the interior design profession.

A candidate must be a female business owner whose firm specializes in interior design or product design. The winner of the Anna Hernandez/Luna Textiles Education Fund Award will receive $5,000 on behalf of the IIDA Foundation.

"By honoring an extraordinary woman in interior design, we hope to empower other women to follow in the footsteps of textiles visionary and industry leader Anna Hernandez," said Cheryl S. Durst, Hon. FIIDA, executive vice president and CEO of IIDA. "Women are the backbone of the interior design profession, and we seek to recognize those who are taking risks, forging new paths, and elevating the profession."

Hernandez, founder, president, and CEO of the San Francisco–based manufacturer Luna Textiles, died in October 2016 of Alzheimer's Disease at age 56. She had launched Luna Textiles in 1994 and was recognized as a leader in the commercial design industry. Hernandez was the wife of designer Michael Vanderbyl, whom she married in 2003.

"Anna believed firmly in the power of women and their ability to lead the contract design industry to new heights. Her wish to make a difference for women and our industry lives on through this wonderful award," says Vanderbyl.

The review committee for this award includes Karen Donaghy, publisher of *Contract*; Jennifer Busch, vice president A&D at Teknion; and Felice Silverman, principal of Silverman Trykowski Associates.

For full eligibility requirements and to apply, visit iida.org. The deadline to apply is January 31, 2018. The recipient must be available to accept the award during ICFF in New York, May 20–23, 2018. *Contract* magazine is media partner for this program. —STAFF



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Koelnmesse
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**Maison&Objet Paris**
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Paris Nord Villepinte
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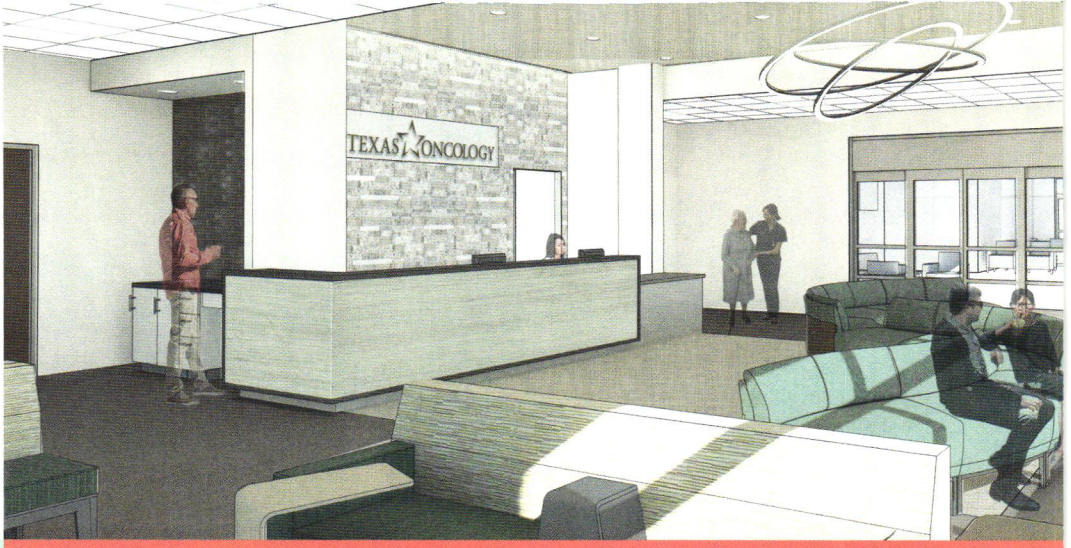
PROFILE

# Designer You Should Know Whitney Hendrickson






**Combined with 11 years of experience as a nurse, Whitney Hendrickson has been a healthcare interior designer in the Dallas office of Perkins+Will since July 2015. She continues to spend a few hours monthly as a nurse, specializing in bone marrow transplant, hematology, oncology, and general practice for pediatric care. She is a board member of the Nursing Institute for Healthcare Design.**

**Why did you make the switch from full-time nursing to design?**

I did it for the patients and my healthcare provider coworkers. I started my career in pediatric bone marrow transplant care. There, kids were hospitalized for five weeks at a minimum. I was able to see firsthand the effects of the built environment on my patient's health and recovery. It was frustrating to see how simple things, like storage for a parent's suitcase or counter space for coloring books, were overlooked and how that made life harder for these families. I spent a lot of time, on top of my clinical duties, trying to humanize their environments. It only took me a few years at the bedside to realize that I needed to help inform design on the front end. I feel called to help my healthcare professional friends—to create environments for them to be supported and renewed.

**How is your experience in nursing affecting your work as a healthcare designer?**

The analytical side of me loves digging into the details of the user experience. Nurses are constantly adapting as masters of the work-around. My background allows me to better connect with healthcare staff, understand the workflow, and provide functional, organized spaces without all the visual chaos. I also get to be a patient advocate, keeping the most vulnerable at the front of my mind. That's why I continue to work as a nurse part time. It's a good reminder that, right now, it is someone else's worst day. If I can help relieve any of that burden, I have done my job.

**Given your knowledge and experience in nursing, is there a particular frustration in your healthcare design work?**

Honestly, I thought it would be easier! With the trend toward standardization and efficiency, it is hard to personalize healthcare design. There are so many varying opinions from the bedside, so decision makers have to make choices that cannot please everyone. That's where evidence-based design can help guide the conversation. We can learn from our mistakes, inform best practices, and share our findings with each other.

**What, in your opinion, is important in healthcare design today?**

Leveraging patient satisfaction scores and reimbursement metrics to quantify the impact that the built environment has on both the patient and staff experience is important. Tying funding into measurable outcomes would be ideal, so every facility can benefit from best practices used in top facilities across the country.

**What are you working on now?**

I am currently developing the space planning and workflow for an intensive care unit renovation for Children's Medical Center of Dallas, to be completed next year. Two other projects that I am working on are the Texas Oncology Cancer Center in Rockwall, Texas (rendering, above), and Medical City Fort Worth in Fort Worth, Texas (rendering, below). **c**



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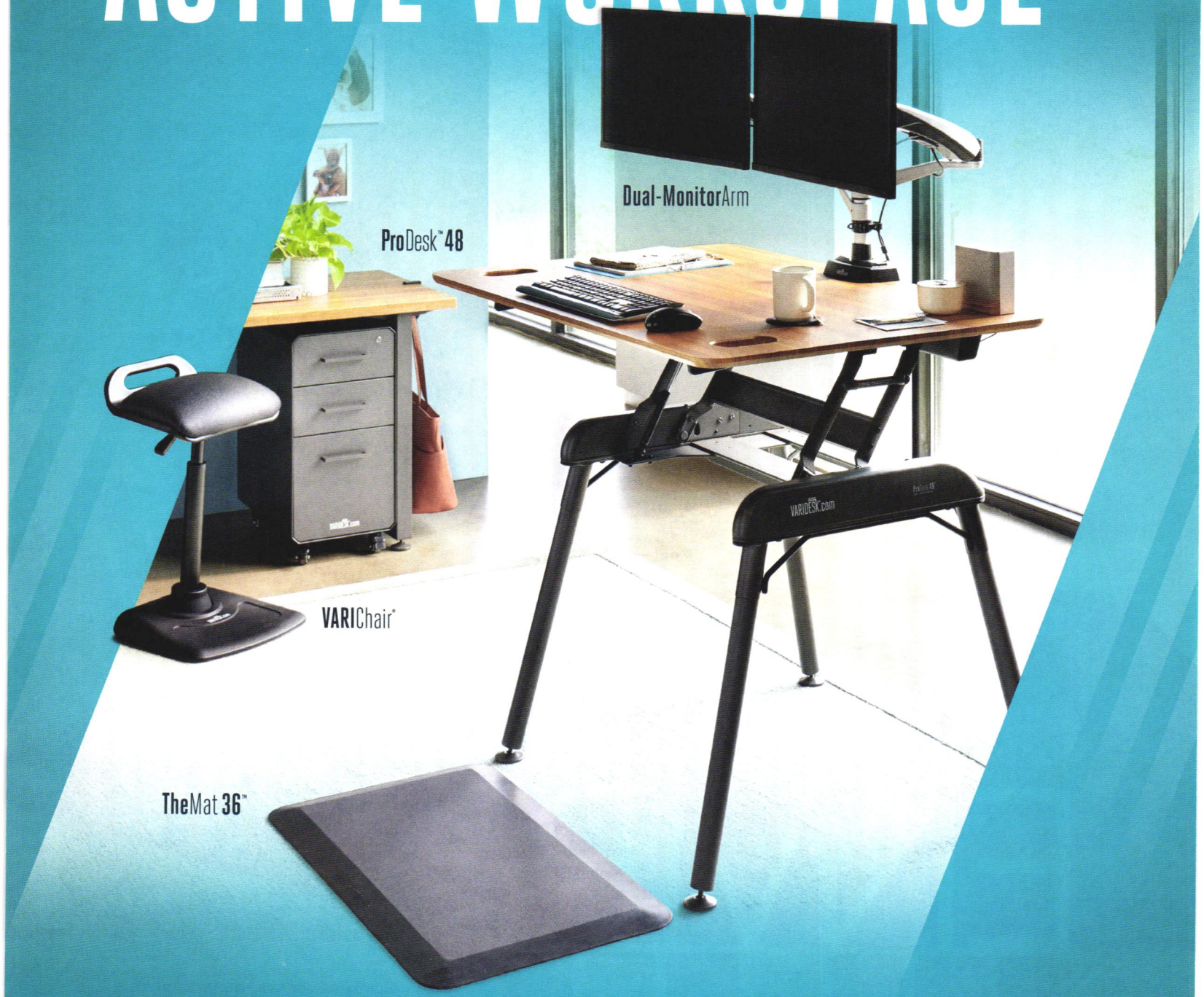


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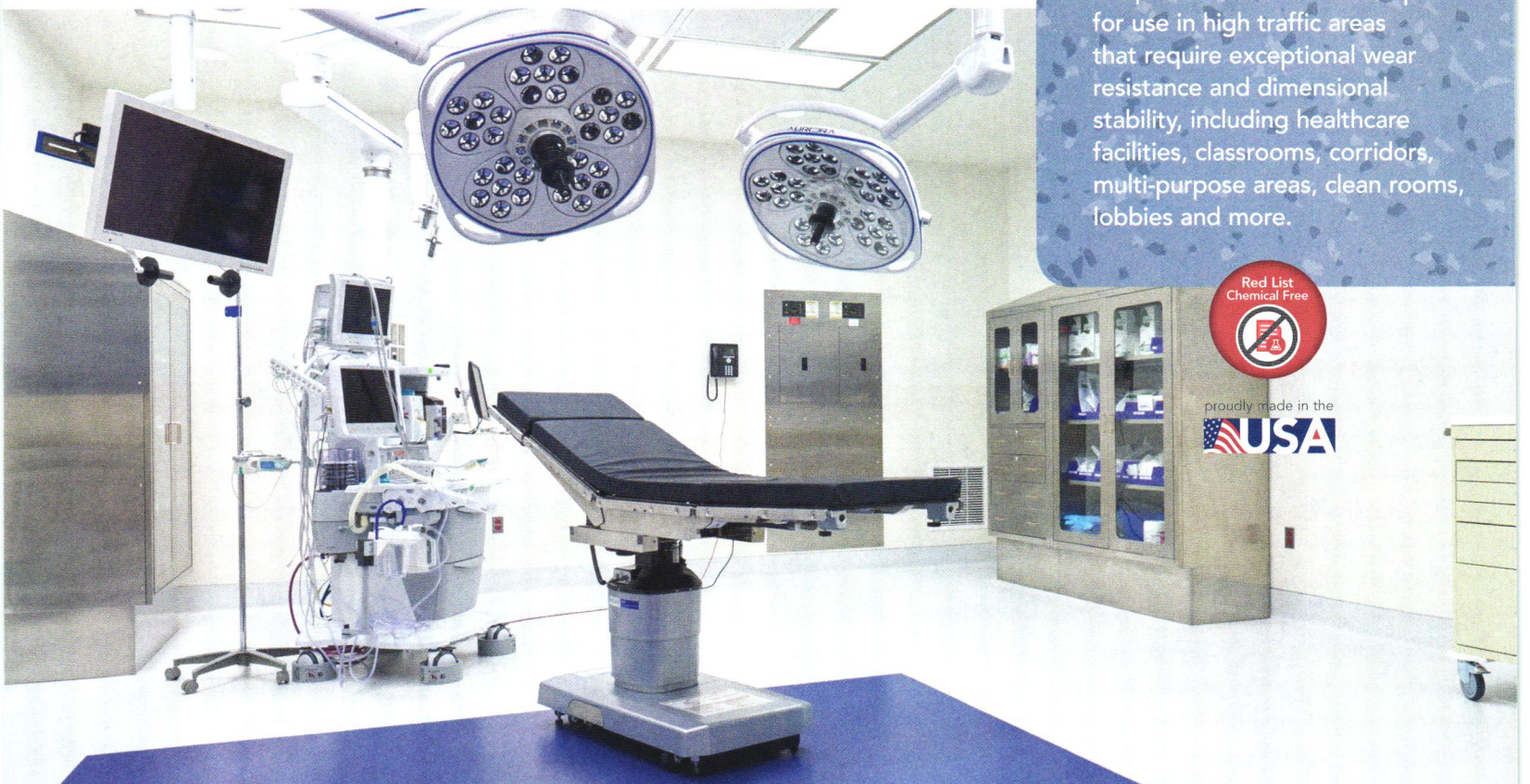

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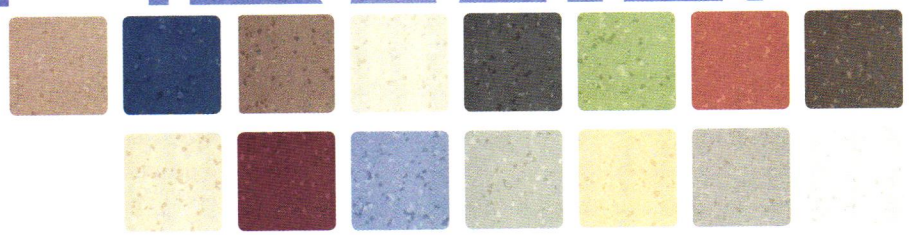

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# How to Effectively Communicate With the C-Suite

by Evelyn M. Lee, AIA



Evelyn M. Lee, AIA, writes a regular column for *Contract* on business practices in design and professional development. Based in San Francisco, Lee is corporate managing director for workplace strategy and analytics at Savills Studley. She holds graduate degrees in architecture, public administration, and business administration. Currently a member of the AIA national board of directors, Lee received an AIA Young Architects Award in 2014. Her website is evelynlee.com. Visit contractdesign.com/businesspractice to read all of her columns for *Contract*.

Designers often collaborate with the heads of real estate or facilities, and yet our value can be undersold to the C-suite, the group of officers of a business organization who have the word "chief" in their titles. In my role as a tenant representative, I have witnessed instances in which architects and interior designers met with an organization's leadership but were unable to establish a meaningful connection. After such meetings, my clients rarely talk about the design process, even though I know that the designers have taken painstaking steps to create an environment around a client's vision. With this disconnect in mind, here are several points to help get the conversation going.

## Chief Executive Officer (CEO)

CEOs are often the most pressed for time, and they are interested in seeing results. Going into a meeting with a CEO, make sure you understand what they hope to get out of the project and address that within the first 30 seconds so you have their immediate attention. Keep your slide deck lean and do not include anything that does not respond to their end objective.

## Chief Financial Officer (CFO)

Meetings with a CFO require extensive preparation: You should know your numbers inside and out. With a project in process, I often lead with how much value we have created, the measurable outcomes, and how much improvement can be seen thus far. I also cover potential financial risks to the project and how we can mitigate them to get ahead of any concerns that the client may have. And if I can identify a time frame for maximum impact from the results of the project, it creates an opportunity for us gather data postoccupancy. My slides often contain data or infographics that have been pulled from a database or spreadsheet, and rarely does the project's design come into play (although I always include design-related slides at the end just in case).

## Chief Operating Officer (COO)

COOs often measure their success in increments of time as it relates to money or efficient processes. Unlike CEOs and CFOs, the COOs tend to wear more hats and have more things they are simultaneously tracking. The best COOs are known for improving every area that they touch, and it is the designer's role to find ways to support them. When meeting with a COO, address their most pressing needs first and help them identify any areas in which design can improve operational processes and foster growth and the retention of quality staff. COOs are usually the force behind the implementation of a company's strategic plan, so if the work you are doing specifically responds to the plan, make those points as well.

Preparation and rehearsal are key to successful meetings with executives. Designers are indoctrinated into a culture of working up to the last minute to meet deadlines and then flying loose with presentations. At best, this approach shows that we are passionate, but it rarely creates a specific connection to what executives are seeking to understand about the work we are doing for them.

A meeting with any member of the C-suite presents an opportunity to position the firm as a knowledge leader and plant the seed to become a trusted adviser. It is a chance to show that your insights are valuable beyond the scope of the current project. To whatever degree feasible, you should learn as much as possible about the business and operations of your client in order to understand exactly how your project serves the bigger picture. When you are able, have conversations with those who know the executives. You would be surprised at how much information can be attained from a CEO's assistant about their preferred method of communication. For example, perhaps they love the bullet points that you find so incredibly boring.

Finally, never ask for or expect more time with an executive. If you resonate, they will make time for you. c



# The Originals

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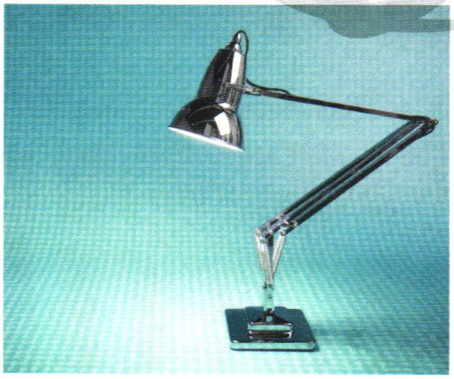







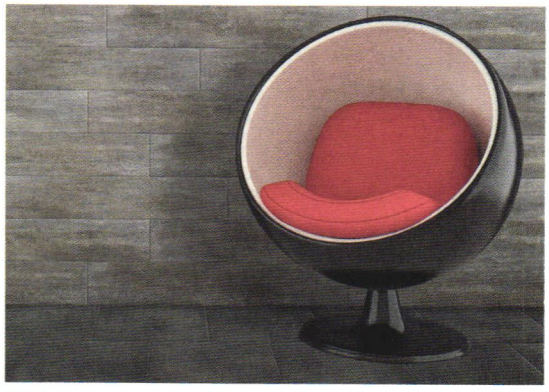

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# Healthcare Design Expo + Conference

## The annual conference and trade show will be held in Orlando, Florida, November 11–14













The 2017 Healthcare Design Expo + Conference (scenes from last year's event are seen above) will take place November 11–14 at the Gaylord Palms Resort & Convention Center in Orlando, Florida. Attendees will include architects, interior designers, contractors, engineers, facility managers, and healthcare professionals. They will have the opportunity to listen to keynote speakers and panel discussions, earn CEUs from a variety of organizations, participate in facility tours and other networking events, and see new products from a range of exhibitors.

Keynote speakers are Nicholas Webb, a healthcare technologist, medical school professor, inventor, and best-selling author; Dr. Mardelle McCuskey Shepley, professor in the department of design and environmental analysis at Cornell University; Vincent Della Donna, AIA, president elect, AIA Academy of Architecture for Health; and Srinivas Rao, host and founder of the *Unmistakable Creative* podcast and the author of "Unmistakable: Why Only Is Better than Best."

The Center for Health Design's awards presentation will take place at 8 a.m. on Monday, November 13. *Contract* Editor in Chief John Czarnecki and the Center for Health Design leadership will present the winners of both the Healthcare Environment Awards that honor healthcare interiors and the Nightingale Awards that recognize the top products exhibited at the expo. The Nightingale Awards are co-presented by *Contract* and *Healthcare Design* magazines in partnership with The Center for Health Design.

The Healthcare Design Expo + Conference is produced by Emerald Expositions, the publisher of *Contract* magazine. Visit hcdexpo.com for more information and to register. —STAFF



## Renewal Collection

Utilizing the most innovative yarn technology available, this recycled solution-dyed nylon seating collection features a soft hand as well as extreme durability and performance. These intricate nylon upholstery fabrics, designed by Kimberle Frost, combine unique textural effects through the integration of special weaves and color. Also shown is Essence, a phthalate-free and non-FR added vinyl upholstery fabric in 18 complementary colorways.

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# Bedside Manner

## Steelcase Health introduces Surround, a collection of healthcare furnishings designed to support visitors in patient rooms





In response to research showing that family involvement in care can influence patient satisfaction and outcomes, Steelcase Health created the Surround collection of multifunctional lounge furniture, offering visitors a designated space in patient rooms that supports a range of activities.

"Healthcare environments can be a tool to help providers support the desire to be involved in a loved one's care, but few hospitals leverage the space they have to do this effectively," says Michelle Ossmann, director of healthcare environments for Steelcase Health. "Unfortunately, the design of family spaces can often feel like an afterthought. Surround helps to create an interior that indicates visitors are welcome and supports basic activities, like eating, sleeping, and engaging in critical conversations with doctors and nurses."

The lounge seating can be finished in a range of fabrics and comes in lengths from 44 to 104½ inches with an optional fold-down sleeper. Surround's curvilinear profile with a high-arm recline supports relaxed seated postures. It features an integrated sliding table, ambient lighting, power outlets, and a USB port.

The furniture collection encourages an uncluttered, clean environment in the patient room, with layered storage for personal belongings and an open metal frame that allows the floor to be cleaned effectively without moving the unit. —MURRYE BERNARD

steelcase.com

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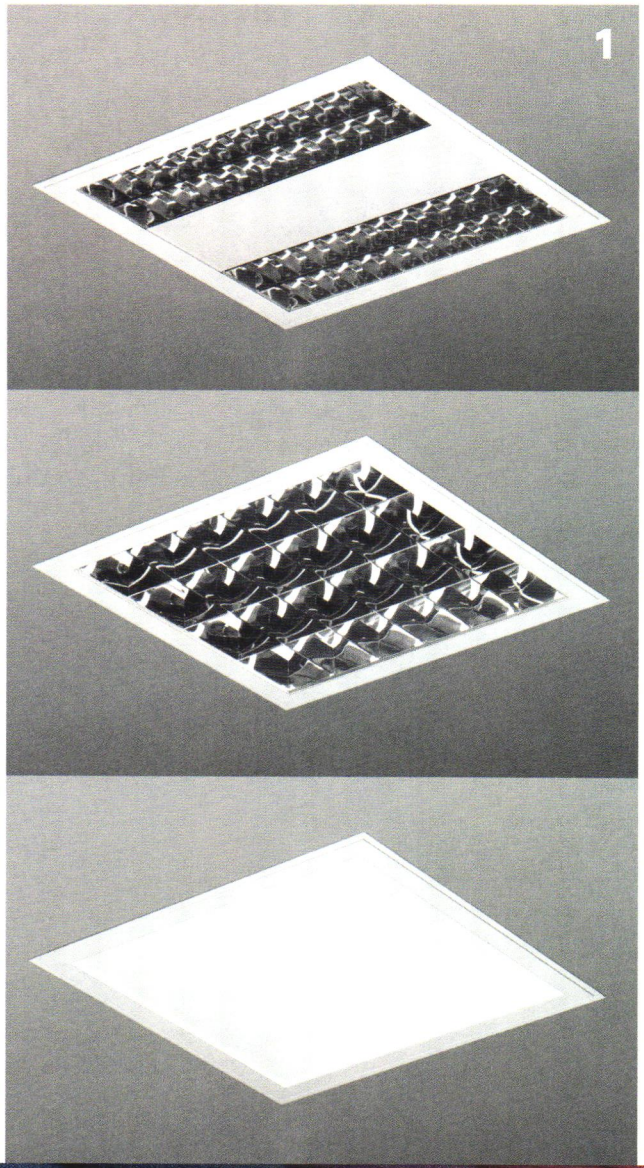


**1. Forlight: Cleanrooms**
Cleanrooms light fixtures from Italian company Forlight are designed to guarantee protection for aseptic environments, such as operating rooms and hospital laboratories. The collection includes DKL recessed luminaires (left, top two) that integrate Darklight optics, as well as microprismatic diffusers (left, bottom). Both steel-sheet fixtures come in a range of wattages and sizes.
**forlight.com**




**2. Integra: Valayo**
Distinguished by its clean lines, Integra's Valayo collection is composed of three chair widths—26, 32, and 46 inches—as well as three bench sizes and coordinating tables, which feature wood or solid surface tops. With an integrated bariatric weight capacity of 2,000 pounds, a 1,000-pound drop capacity, and a clean-out seat, the chairs and benches are available in both standard and armless versions and with various finish and fabric options. Valayo comes with a lifetime warranty, and its components are replaceable.
**integraseating.com**




**3. Burch: Flicker and Mimic**
Burch has introduced Flicker and Mimic, two high-performance materials that boast the aesthetic of a woven fabric through state-of-the-art printing and embossing techniques. With ink and denim dye, Flicker (left)is a PVC-free antibacterial and antimicrobial polyurethane, while Mimic (right) is a phthalate-free, bleach-cleanable vinyl with polyester backing and superior stain resistance.
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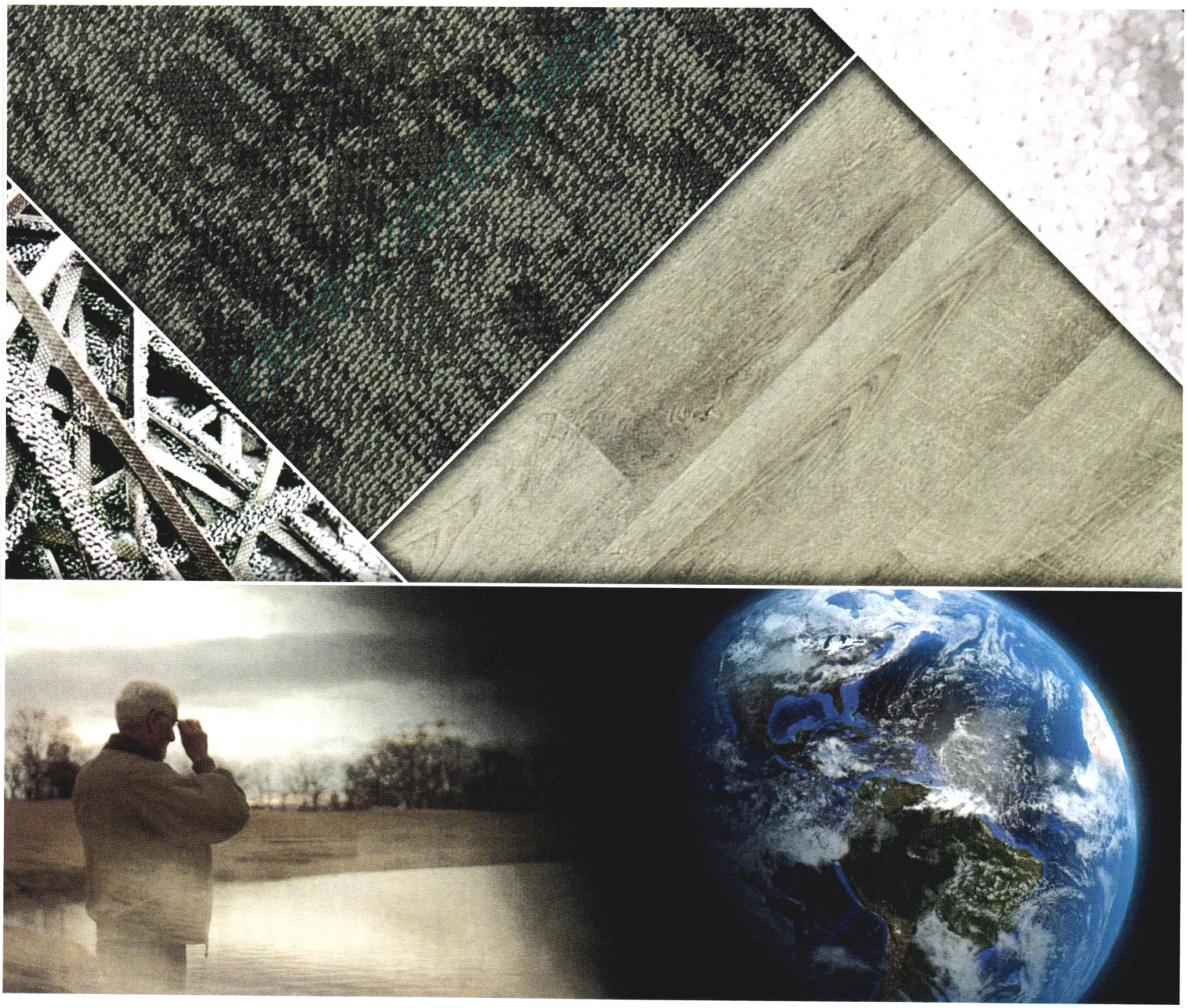

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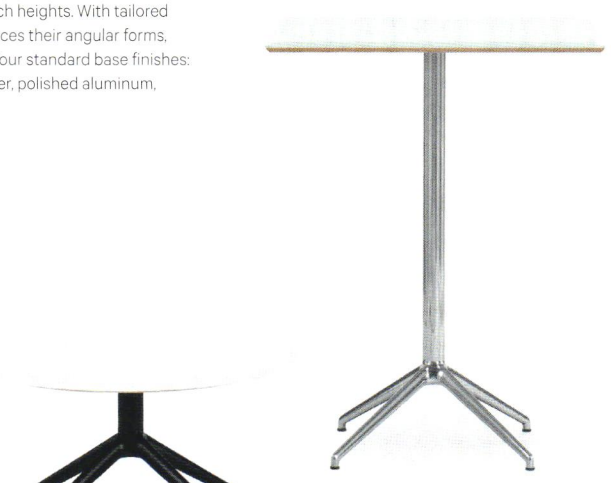
**4. Encore: Melina**
Designed by Encore in homage to the midcentury modern aesthetic, the Melina collection of guest, conference, and lounge seating is accompanied by round or square meeting and occasional tables with 16-, 29-, or 42-inch heights. With tailored upholstery that balances their angular forms, the seats come with four standard base finishes: graphite, metallic silver, polished aluminum, and satin black.
**encoreseating.com**

4









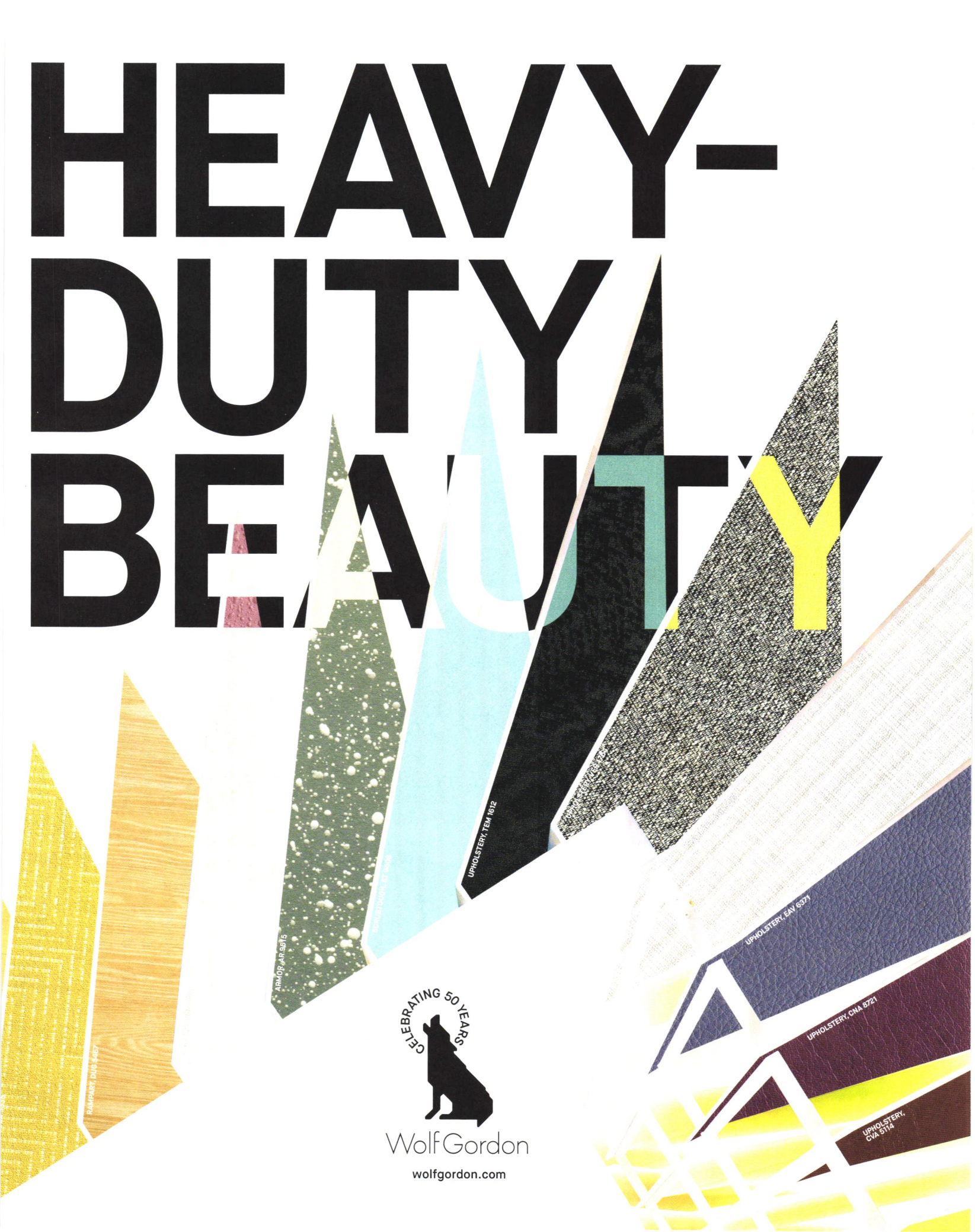
**5. Mannington Commercial: Select**
Incorporating new designs in its wood, stone, and abstract patterns, the Select collection expands Mannington Commercial's LVT offerings with amplified pattern and color options. Wood species in neutral colorways were added—such as Maple, Walnut, and Oak—and the new stone additions include Slate and Sandstone, while Dissolve, Suber, and Hybrid enhance the abstract collections. Select boasts a wear layer that is engineered for dimensional stability, with advanced stain, impact, and scratch resistance.
**manningtoncommercial.com**

**6. Stance Healthcare: Verity Sleeper**
The newest member of the Verity seating family, the sleeper combines healthcare-grade durability with a residential feel. It satisfies three positions: sit, chaise, and sleep, with an 80-inch sleep surface. The Verity Sleeper features a wall-saver design and comes with a choice of wood, polyurethane, or solid surface arm caps. It is available with contrasting fabrics, caster or wood legs, and other custom finish options.
**stancehealthcare.com**



6

# HEAVY-DUTY BEAUTY

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**7. David Edward: Grand Island Recliner**
With solid wood arms and a brushed stainless steel base, the Grand Island Recliner from David Edward features a luggage stitch detail along its seat and back, and is available with polished aluminum feet or casters. The chair back and footrest move independently, while the arm caps are offered in solid maple wood, white Corian, or upholstered options. The Grand Island Recliner has a width of 28¾ inches, a depth of 28¼ inches, and a height of 31¾ inches.
davidedward.com




**8. Spec Furniture: Hardi**
Spec has added the Hardi lounge and dining chairs to its collection of behavioral health products. Made from rotationally molded polyethylene for structural integrity, the robust one-piece chairs are easy to clean. Available in six colorways, Hardi comes with optional ganging, floor-mounting straps, or nickel-plated steel glides.
specfurniture.com

**9. Via Seating: Splash**
Splash—a high-density stacking chair designed by Via Seating—utilizes Cupron technology in its mesh back form to provide an antimicrobial barrier that is ideal for multiperson use within clinical areas. The seat is available as a side chair, sled-based stool or chair, and on a swivel base.
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# *Innovations in Healthcare Design*



**Designed for myriad needs of patients, families, and caregivers, the projects featured on the following pages represent the latest in evidence-based healthcare architectural interiors. In La Jolla, California, Yazdani Studio of CannonDesign conceived Jacobs Medical Center for UC San Diego (page 50), while ZGF Architects designed the Miami Cancer Institute (this page and page 58) for comprehensive care on a parklike campus. EYP Health delivered a welcoming environment that humanizes care delivery at the Stamford Hospital (page 64) in Connecticut.**




The base of the 10-story curvilinear hospital features a clear glazed curtain wall with vertical sunshades, transitioning to a custom frit pattern with horizontal sunshades on upper levels.

# Jacobs Medical Center

## Yazdani Studio of CannonDesign conceived its first hospital for UC San Diego in La Jolla, California

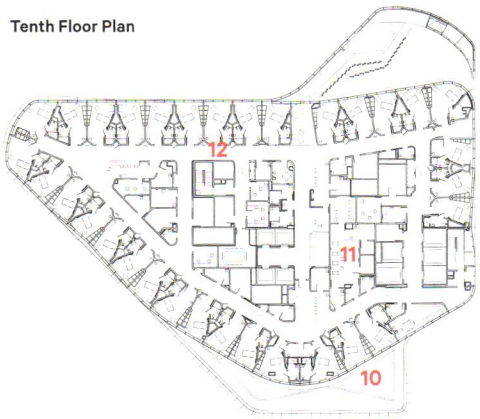
**By Jackie Bryant**
**Photography by Christopher Barrett, Tim Griffith, Paul Turang, and Laura Peters**

Healthcare makes headlines for a variety of reasons. One realm in which the news is overwhelmingly positive is healthcare design, thanks to firms that are conceiving ways to improve both patient and staff experiences, such as Yazdani Studio of CannonDesign, which designed the University of California, San Diego (UC San Diego) Jacobs Medical Center in La Jolla, California. A decade of planning and input from doctors, scientists, nurses, and engineers informed the design of this 509,500-square-foot, 245-bed translational hospital, which houses three distinct centers across its 10 floors: high-risk obstetrics and neonatal care, cancer care, and advanced surgical care.

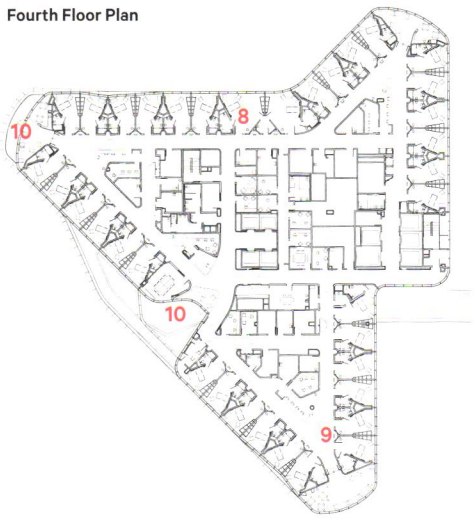
Mehrdad Yazdani, principal and director of CannonDesign's Los Angeles–based Yazdani Studio, oversaw the design of the complex. "This was my first hospital," says Yazdani. "UC San Diego felt comfortable with CannonDesign's reputation for healthcare design and urged me to combine medical innovation with my studio's architectural vision."

After exploring many design strategies, Yazdani's team arrived at a curvilinear form that accommodates the stringent requirements for patient units while capitalizing on views and natural light. The team reimagined the bow tie plan of the existing Thornton Pavilion, which connects with Jacobs Medical Center (the project also included the

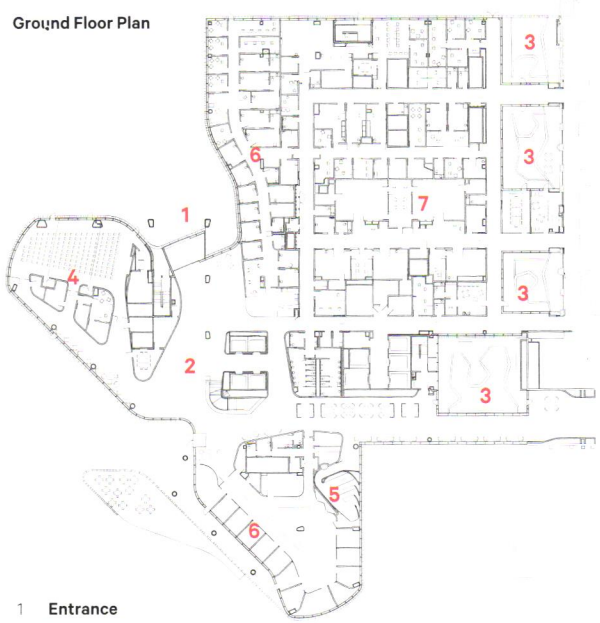
Tenth Floor Plan




Fourth Floor Plan




Ground Floor Plan




1 Entrance
2 Lobby
3 Courtyard
4 Medical education
5 Serenity Room
6 Administration
7 Imaging
8 Medical/surgical suites
9 Acuity-adaptable patient rooms
10 Garden terrace
11 Nursery
12 Postpartum care



renovation of 60,000 square feet within the pavilion), resulting in a plan comprising three triangular 12-bed pods joined at the center.

The base of the building is clad with a clear glazed curtain wall with vertical sunshades, transitioning to a custom frit pattern with horizontal sunshades on the upper levels. The curved, stepped form integrates gardens and terraces outside patient rooms on some levels.

## Interiors enhanced with technology

Patient rooms are outfitted with top-of-the-line finishes and technologies, including bedside iPads loaded with treatment schedules and medical records, as well as controls for lighting, window shades, and room temperature. Custom white headwalls are a sculptural focal point in each patient room. "The headwall's panels are removable, providing easy access to equipment and allowing the room to be flexible for patients' changing needs," Yazdani explains.

In the blood and marrow transplant unit, which was designed with a separate, proprietary air filtration system, patients with compromised immune systems can move freely rather than be confined to treatment rooms. The A. Vassiliadis Family Advanced Surgery Pavilion boasts the first fully integrated multimodality





The lobby (below) features white surfaces, custom wood paneling, and works by notable artists (left). Studio Italia A-Tube lights (far left) hang from the ceiling at varying lengths. The building's curved, stepped form integrates gardens and terraces outside patient rooms on some levels (opposite).

The project involved the renovation of 60,000 square feet within the Thornton Pavilion, including a dining area (above and right). Family lounges (opposite, top) are positioned at the ends of corridors. The building's exterior curves are echoed by softly sculpted interior surfaces (opposite, middle). Gradient mosaic tiles enhance the entrance to the Women & Infants Pavilion (opposite, bottom).



**Jacobs Medical Center**

Architect and Interior Designer **Yazdani Studio of CannonDesign**

Client **UC San Diego Health**

Where **La Jolla, California**

What **509,500 total square feet on 10 floors**

Cost/sf **Withheld at client's request**

For a full project source list, see page 106 or visit contractdesign.com.








intraoperative imaging suite. This design allows an intraoperative MRI to slide on a track into an adjoining room so that patients can be scanned without being moved, lessening the risk of infection.

## Integrating research with patient care

"Another important goal was to blur the boundaries between research and providing healthcare," Yazdani says. Offering bench-to-bedside service, Jacobs Medical Center connects to the Thornton Pavilion. It is also adjacent to the Altman Clinical and Translational Research Institute, and it will soon be linked with the nearby university research labs via an interstate-spanning bridge that is currently under construction.

"Jacobs Medical Center was designed collaboratively with caregivers and builders to create a healing space that integrates groundbreaking research and discovery with world-class patient care," says Brendan Kramer, chief administrative officer of operations at UC San Diego Health. "It was designed to connect to our other medical centers and research institutes and literally bridges the work of physicians, nurses, and researchers to deliver leading-edge medicine and access to hundreds of clinical trials all in one footprint."



**Key Design Highlights**

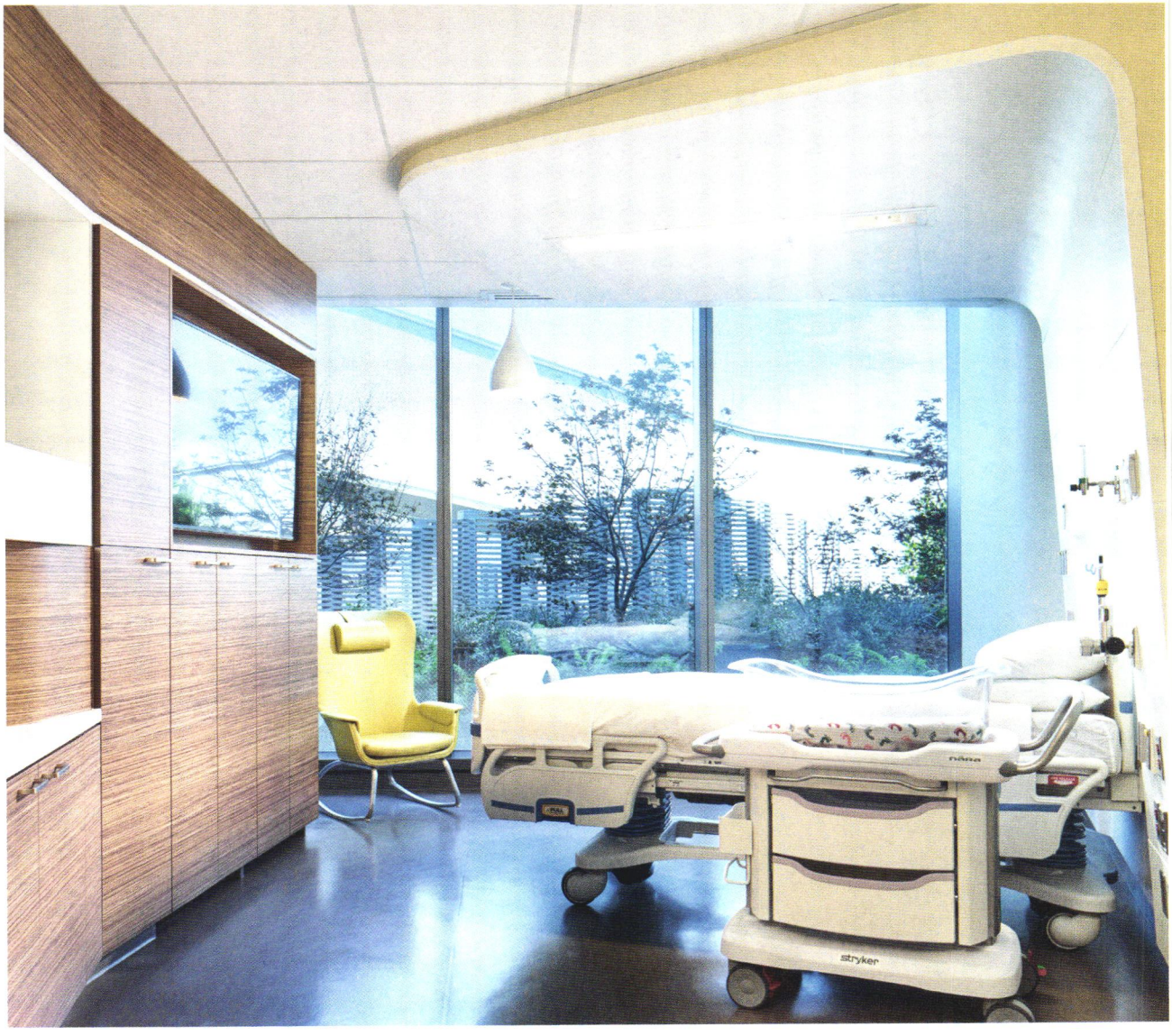
The building's curvilinear form, which capitalizes on views and natural light, integrates terraces and gardens on some levels.

Patient rooms offer state-of-the-art technologies aimed at comfort and convenience, and sculptural headwalls house medical equipment.

Walkways connect the building to adjacent research facilities, contributing to a collaborative and holistic approach to treatment.

Interior finishes are mostly neutral and reference the colors seen in the nearby Pacific Ocean and mountains beyond San Diego.

Thanks to a generous art budget provided by philanthropist Joan Jacobs, pieces from notable artists enhance the interior.



The sculpted ceiling in the education theater (right) references the canyon in which the building is sited. The grille design incorporates dividing walls, projectors, cameras, and light fixtures. Cove lights in a wavelike pattern contribute to a calming environment in the Serenity Room (below). A spacious labor and delivery room (opposite, top) is designed with comfortable interiors inspired by hospitality design. Patient rooms (opposite, bottom) feature custom white headwalls with removable panels for accessing medical equipment.

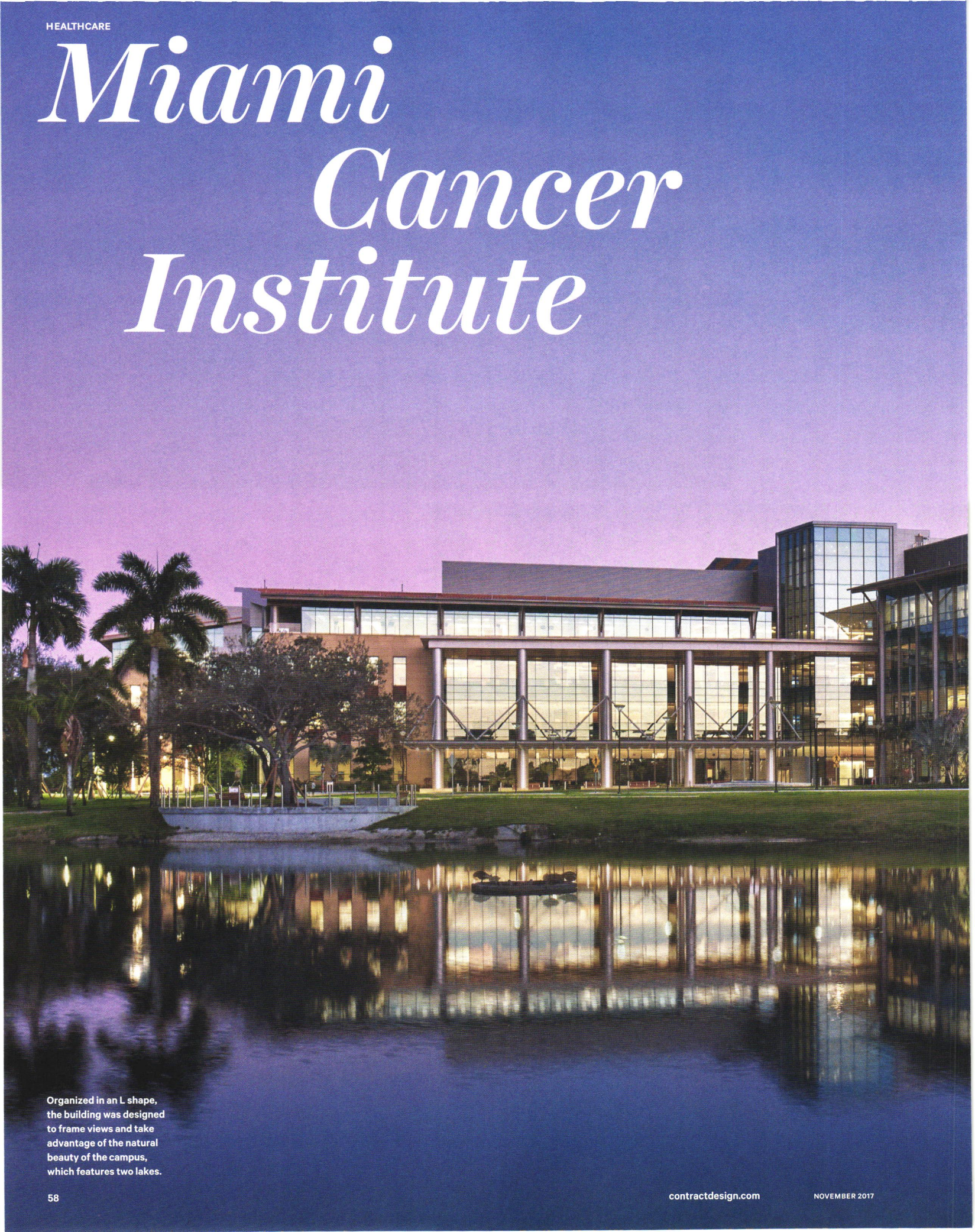




Walking through the hospital, one is never far from a window with views of the Pacific Ocean or the mountains beyond San Diego. The hospital's public areas offer seamless and comfortable environments for patients and visitors. The main waiting space on the second floor opens to adjacent hallways and breezeways, maximizing connections while taking advantage of abundant natural light. Walls throughout the hospital's public zones are finished with white-to-blue gradient mosaic tiles from Daltile or custom oak paneling. The main lobby looks out onto a great lawn through large glass panels provided by Pulp Studio, and it is adjacent to the cardiac outpatient center, which features a gym, learning center, and demonstration kitchen.

Thanks to a generous art budget provided by philanthropist Joan Jacobs, both the halls and rooms are populated with pieces from notable artists, such as Damien Hirst, Ryan McGinness, and local photographer Erik Jepsen. With the arrival of the UC San Diego Jacobs Medical Center, a new bar has been set for contemporary hospital design. **c**

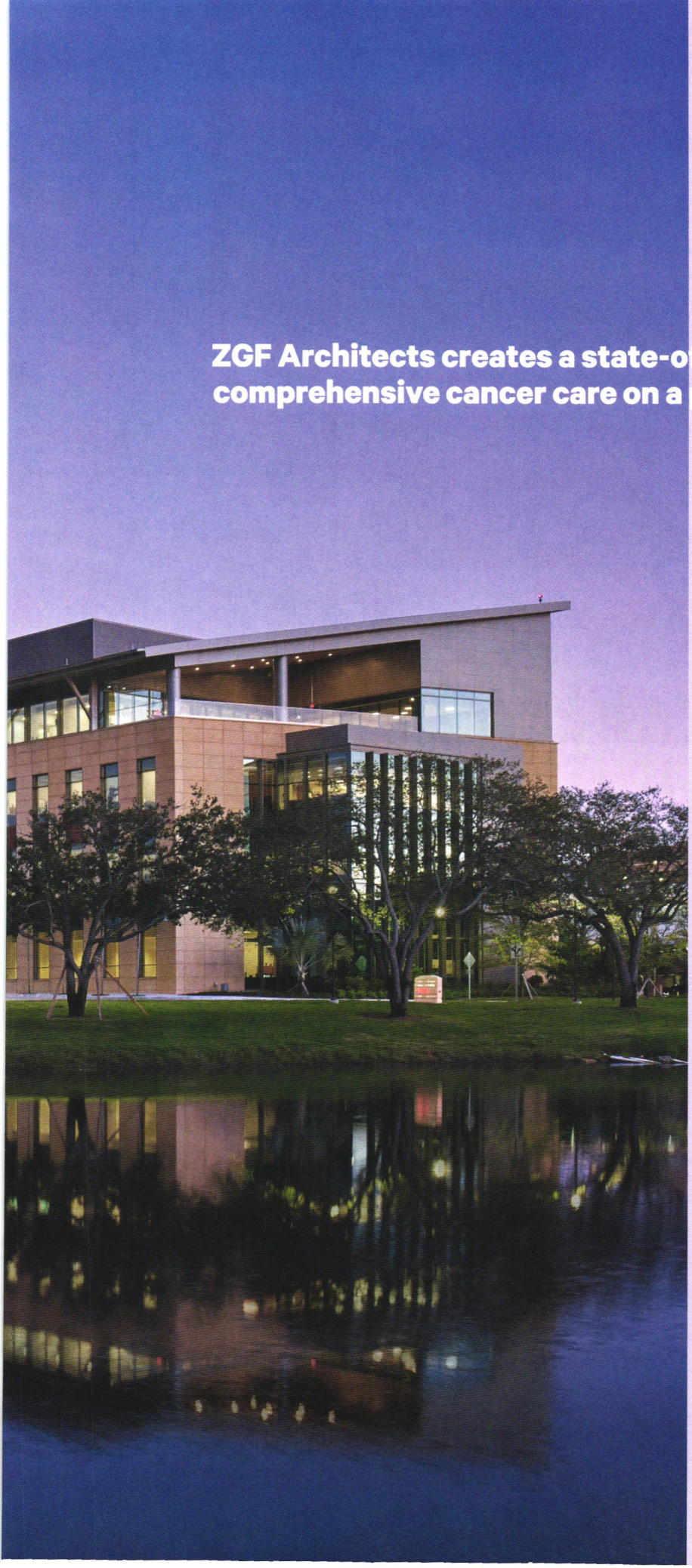
# Miami Cancer Institute



Organized in an L shape, the building was designed to frame views and take advantage of the natural beauty of the campus, which features two lakes.

# ZGF Architects creates a state-of-the-art facility for comprehensive cancer care on a parklike campus in Miami

By Aphrodite Knoop
Photography by
Halkin Mason
Photography



No two cancer patients are alike, yet all can benefit from a healing environment that addresses their physical, emotional, and spiritual needs. For the new Miami Cancer Institute (MCI), Baptist Health South Florida (BHSF) engaged ZGF Architects, in association with MGE Architects, to weave together innovations in technology, design, and cancer care in creating uplifting, patient-centered spaces that contribute to a sense of community.

"The [MCI] patient advisory group had the highest level of input. They recognized that places where they normally get care are too traditional, so they wanted an open building with access to the outdoors," says Barbara Kubasti, principal at ZGF.

The design team was tasked with consolidating six cancer care centers into one new 390,000-square-foot building on the BHSF campus in Miami. It is the only facility in the Southeast that offers all five types of radiation therapy: linear accelerators, CyberKnife, TomoTherapy, Gamma Knife, and proton therapy.

Forming a new gateway at the northwest corner of the parklike BHSF campus, the MCI includes an outpatient care center and a research wing, allowing it to deliver cutting-edge services in a lush setting. The program incorporates oncology clinics,

Patients are greeted at a central information desk (below, left). In the double-height atrium, which features a wood-slat ceiling (left), glass railings (below) maintain sight lines between floors. Interiors feature a palette of natural materials, reflective surfaces, and cool undertones to create a restorative effect, as seen in a waiting area in the second-floor breast center and clinic (opposite, top). Throughout the facility, waiting and circulation spaces are combined with open galleries with floor-to-ceiling windows (opposite, bottom).







**Key Design Highlights**

Sited to form a new gateway to the parklike campus, the L-shaped structure capitalizes on natural light and views.

The facility's mission is to treat the mind as well as the body, so it includes a patient support suite with massage rooms, a "brain fitness lab," and a test kitchen.

A compact public concourse connects clinics, minimizing walking distances for patients.

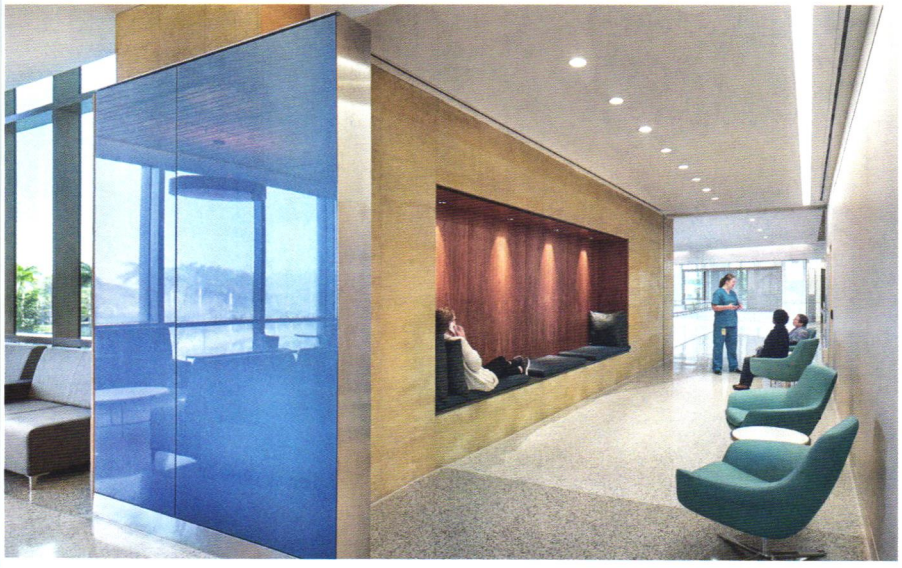
The penthouse infusion suite conjures a serene, spalike environment.

Interior material palettes reference the local ecology to either cultivate a feeling of calm or infuse spaces with energy.

1 Lobby
2 Cafe
3 Courtyard
4 Diagnostic imaging services
5 Radiation oncology photon department




First Floor Plan





diagnostic services, pharmacies, patient and family resources, classrooms, dining, retail, a meditation room, a chapel, and outdoor gardens and terraces. Having all of the treatment options in one place also allows BHSF to provide customized treatments while reducing patient discomfort.

Kubasti explains that BHSF is dedicated to treating the whole patient for the best outcome: "Before the design documents were finished, the [BHSF leadership] decided they were missing the mind-body health component. So they asked us to design massage rooms, a test kitchen, and a "brain fitness lab" that provides computerized neurocognitive assessments and cognitive remediation training. This was a pleasant surprise."

### Centering with circulation

The four-story L-shaped building captures views of two nearby lakes. Circulation was a key design driver, with the complex organized around a light-washed north-south spine that allows direct connections to the three treatment floors while giving a clear and consistent point of reference for navigating the interior. "The client recognized that it's a big building and that wayfinding is critical," Kubasti says. "So we wanted to shorten steps and make it easy for folks to get from parking to their destination without having to stress."

The public concourse is relatively compact, minimizing walking distances between distinct clinics that offer specialized treatments. Patient and family spaces are centrally located and highly visible, offering a symbol of supportive cancer treatment.

Infusion patients have private areas (above), some of which incorporate sliding doors (right) for more privacy. Large windows provide views of the campus (opposite, top). The patient support suite includes a demonstration and teaching kitchen (opposite, middle). The radiation therapy department (opposite, bottom) houses a range of high-tech diagnostic and treatment equipment.



**Miami Cancer Institute**

Architect and Interior Designer
**ZGF Architects**

Associate Architect
**MGE Architects**

Client **Baptist Health South Florida**

Where **Miami**

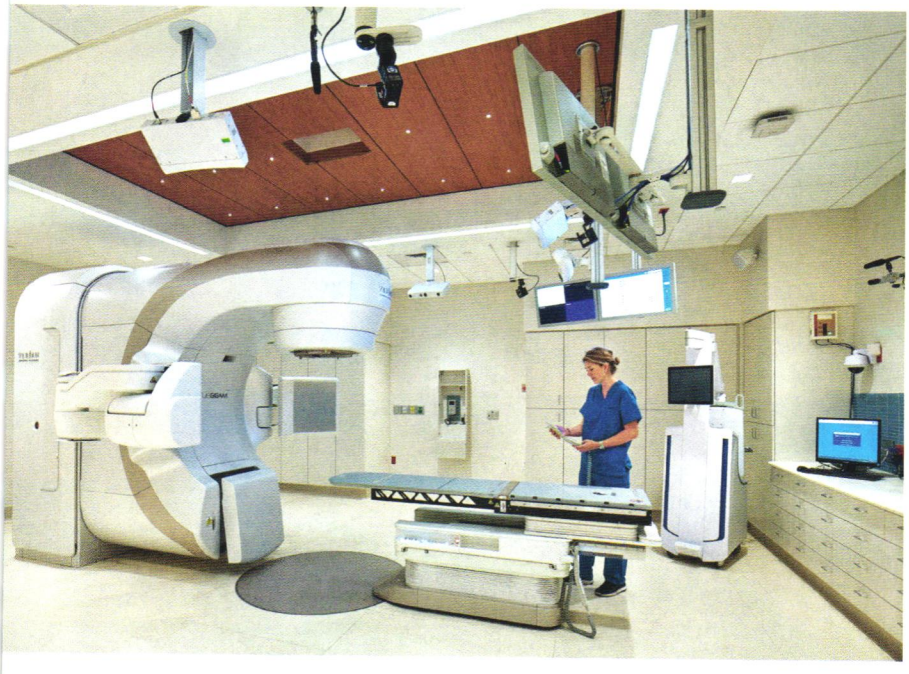
What **390,000 total square feet on four floors**

Cost/sf **Withheld at client's request**

For a full project source list, see page 106 or visit contractdesign.com.





"One thing that bubbled out of conversations with clinicians and patients was the desire to put the infusion suite on the top floor, organized as if it's a penthouse," says Kubasti. "Many think that because infusion patients come back all the time, they want to be on the first floor, but that's not the case. These patients want serenity, views, and special status." Further reinforcing its importance, the spalike penthouse has its own connection to the parking garage at that level.

### Creating destinations and community

ZGF designed each of the floors to represent a distinct geographic area of Miami. Designers incorporated a bright palette of colors, artwork, and regional materials, such as wood and limestone, and reflective surfaces and cool undertones evoke the city's beaches, tropical vegetation, coral reefs, and wetlands. Depending on their function, some spaces inspire calm while others feel more energetic.

The sunny indoor galleries feature floor-to-ceiling windows with timed shades for soothing natural light. In addition, patients benefit from dramatic views as well as access to outdoor gardens and terraces.

Subtle touches define spaces and create an appropriate and inviting atmosphere. Etched glass screens subdivide public areas to create intimacy, while lighting levels vary based on flow and need. A multilevel jellyfish tank anchors the lobby to delight and soothe stress. The result is anything but institutional.

"The complex has become a destination, attracting people beyond the MCI building from other parts of the campus and surrounding area," Kubasti says. "There was an unmet need, and people like the spaces." **c**


CANCER CENTER

# Stamford Hospital

## EYP Health humanizes healthcare at a Connecticut hospital designed to welcome patients while connecting to the local context



**By Sam Lubell**
**Photography by Anton Grassl/Esto**

From top to bottom, EYP Health's design of Stamford Hospital in Stamford, Connecticut, was about balancing the healthcare concept of "high tech and high touch," embracing advanced technology and practice as well as personalized and humanized healthcare.

With design led by Houston-based Tushar Gupta, a principal at EYP Health, formerly WHR Architects (read Gupta's first-person description of elements for the caregivers, page 70), this facility was years in the making.

The overall composition is a radical departure from the hospital's former location, which had become cramped, technically outdated, and comparatively unfriendly. "We have effectively changed the way healthcare is delivered, which took a lot of commitment and innovative thinking," says Kathleen Silard, Stamford Health's executive vice president and chief operating officer, office of the president.

### Warm palette and plentiful natural light

The new Stamford Hospital is one of fewer than 80 hospitals nationwide to gain designation from Planetree, a nonprofit that focuses on the creation of better healthcare facilities. The designation is organized around 11 components of patient-centered care, from

**Stamford Hospital**

Architect and Interior Designer **EYP Health**

Client **Stamford Health**

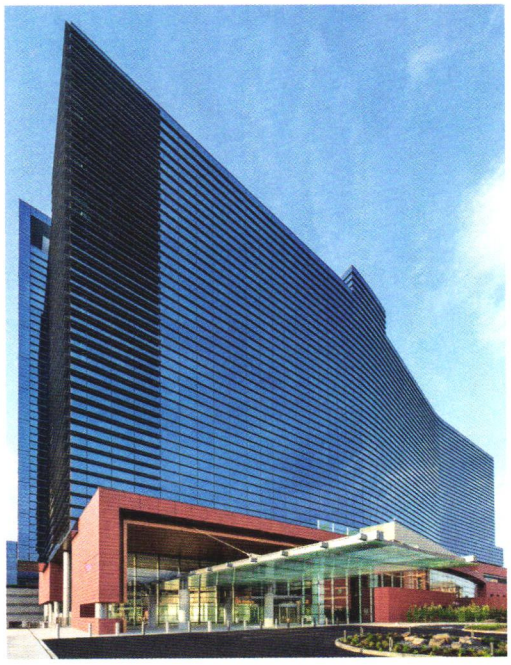
Where **Stamford, Connecticut**

What **650,000 total square feet on 12 floors**

Cost/sf **Withheld at client's request**

For a full project source list, see page 106 or visit contractdesign.com.







The exterior (previous spread and opposite, top left) features a base of terracotta and local stone with upper levels clad in reflective glazing. Filled with natural light, the corridor leading to the ICU suite (right) includes calming, comfortable areas for respite. In the lobby (below) is a welcome desk and a cornerstone wall that recognizes benefactors. The concourse (opposite, top right) has a warm material palette and offers intimate seating and fireplaces (opposite, bottom).






creating a healing environment to promoting health education. This holistic approach begins outside the building itself, as walking trails, gardens, and a greenbelt connect the hospital to a neighborhood park, improving access to the outdoors and encouraging exercise.

The exterior envelope of the 650,000-square-foot, 235-bed hospital represents the goals of what Gupta calls "person-centered care." The base consists of earthy materials, including terracotta and stone, which reference the local landscape. Above, the structure takes on a lighter, high-tech profile, with layered, reflective glass reducing bulk outside and allowing for bright, open patient spaces within.

A projecting metal-and-glass canopy and glazed entryway welcome people inside the light-infused, double-height lobby, which leads to a glowing desk, a main concourse, and a cafe and gift shop. Warm materials, like terracotta panels and wood and stone veneer, are brightened not only by tall windows but by a sizeable art program, which consists of 600 pieces by local artists installed throughout the hospital. In addition to abundant daylight, interior lighting is a balance of downlights, pendants, and recessed fixtures.

Intimate quiet zones along the concourse, as well as a library and a chapel—fitted with a blue glass art installation along one wall—allow for varied gatherings. A curved terrace along the exterior carves out space for relaxation as well as activities like yoga and meditation. "It's all about providing choices. We all respond differently to different situations," says Gupta.

**Key Design Highlights**

Intimate quiet zones along the concourse, as well as a library and a chapel, accommodate varied gatherings.

The design of the waiting rooms takes cues from hospitality, with carpet and stone tile flooring, cove lighting, and contemporary furniture.

Patient rooms have floor-to-ceiling windows that boast spectacular views.

The emergency and surgery departments contain more than 40 treatment areas clad in wood and stone veneer with clerestory windows and a smooth curved soffit that allow light to penetrate inside.

Some 600 pieces of artwork by local artists are installed throughout the hospital.



Hospital operating rooms (right) feature state-of-the-art medical technology and lighting. Wood paneling frames the desk in the emergency department walk-in area (below). Nurses' stations in the emergency department (bottom) have optimal visibility into the treatment rooms. A nondenominational chapel (opposite, top) displays a nature-inspired glass installation by Gordon Huether. Signature suites (opposite, bottom) offer private areas for visitors, expansive views, and a warm aesthetic.







Located behind the concourse, the emergency and surgery departments contain more than 40 treatment areas clad in wood and stone veneer. Clerestory windows and a smooth curved soffit allow both natural light and soft artificial light to penetrate deep inside, and clear sight lines help reduce stress and clutter. The surgery and emergency waiting rooms take cues from hospitality, with carpet and stone tile flooring, cove lighting, and contemporary furniture for an interior that feels hotel-like.

The second floor, which houses the heart and vascular center and intensive care unit, emphasizes light and nature. Living room-like intensive care unit waiting rooms have gradient-etched glass dividers that delineate spaces but allow light through while also ensuring privacy. Intensive care unit rooms contain warm finishes, and many afford views of a planted family terrace. Overhead booms centralize technology, allowing treatment to occur in the room itself. Another planted terrace is reserved for the staff, just outside their lounge.

**Empathy through design**

Most patient rooms—all private with their own bathrooms—have floor-to-ceiling windows and, thus, feel much larger than they are. Wood veneer walls, wood floors, cove lighting, and en suite furniture for patients and guests combat the usual sense of hospital sterility. Patient rooms all boast spectacular views, sometimes stretching as far as Long Island Sound. In the halls outside, 32-foot-wide graphics depicting local scenery, including cherry blossoms and lighthouses, help visitors distinguish each floor.

With a building that is now one year old, the hospital has garnered dramatic positive results. Patients are posting higher satisfaction scores while being treated more quickly and effectively. And the facility has helped the hospital attract talented new staff members, from surgeons and doctors to nurses.

"Empathy can be expressed through a building, through warmth, through access to light, and through smart design," says Gupta. "It has a much more far-reaching impact than bricks and mortar." **c**



# Caring for the Caregiver

By Tushar Gupta, AIA

Tushar Gupta, principal at EYP Health, explains the elements of the Stamford Hospital design that enable caregivers to do their best work







A staff-only lounge and rooftop terrace (left) off the intensive care and heart and vascular departments promote rejuvenation. Similarly dedicated lounges in nursing units (below) offer clinicians a private space to relax and recharge with views of the Long Island Sound. The design of the emergency department (opposite) allows for enhanced lines of sight between the acute, trauma, and cardiac areas.

EYP Health (formerly WHR Architects) had collaborated with the leaders at Stamford Health for many years before they embarked on planning a new building [see feature, page 64]. A Planetree-designated facility with Magnet Recognition for nursing, the hospital engaged the clinical staff in the development, aiming to strike a unique balance between quality care and service for patients and staff well-being.

From early benchmarking tours and the evaluation of mock-up rooms to final design decisions, the EYP team sought the input of as many stakeholders as possible on both big concepts and small details. The result is a facility that is designed to support the highest level of patient care while making the caregivers' jobs easier by providing amenities in a safe, efficient work environment.

### Supportive spaces and amenities

Prime real estate is dedicated for staff use, including a lounge along an exterior wall, a green roof and other outdoor spaces, and quiet zones and meditation areas that patients' loved ones can also utilize. A touchdown space with a variety of seating options along the window wall within the surgery suite's sterile zone is designed for doctors. Access to natural light was essential, and nursing units along the south side of the building enjoy views of the Long Island Sound.

The clinical staff has access to integrative medicine treatments, including massage and yoga, as well as the medical library, which is located across from a physicians' lounge—a place for respite, collaboration, and work. The serene nondenominational chapel with nature-inspired glass art offers peaceful reflection.

### Safer work environment

Making the environment safer for the clinicians also makes it safer for the patients. Among the safety features is rubber flooring to help prevent and reduce the severity of falls, while mitigating noise. Strategically located personal protection cabinets for just-in-time inventory of gowns and scrubs are positioned near the entrance to patient rooms, improving infection control.

The medication rooms—with acoustic control and task lighting to help combat distraction and fatigue—are adjacent to clean supplies and equipment for prompt and safe administration. Hydration stations allow staff to take water breaks while keeping an eye on critical monitors.

### Efficient workplace

In the planning process, we addressed a range of efficiency issues with a focus on ease of access to information, supplies, and other important elements. Decentralized storage and routinely stocked supplies facilitate the timely delivery of care. Clean linens are stored behind full-panel doors in the hallways of the nursing floors. And medical supplies are close at hand to save time in the clinical process.

Hands-free fixtures are placed at the entry to patient rooms. Headwalls put vital tools within ready reach, and articulating arms on bedside monitors make it easy to share information with patients, facilitating face-to-face communication and aiding in critical documentation without the distractions associated with the corridor areas where this is often completed.

Stakeholder input prioritized the impact of visualization, specifically in informing the layout of the emergency department. Nurses can observe every room along the entire corridor from any point, which improves care and mitigates risks.

### Nursing unit design

Patient unit designs address the issues of caregiver support, safety, and efficiency in multiple ways. The building's overall shape, articulated at two strategic points in the wing, minimizes the perceived length of the floors, improves sight lines, and allows light to penetrate the patient care floors. These nodes also accommodate patient and staff amenities, like waiting rooms, education and conference rooms, a peace room, staff lockers, and a lounge.

The units are comprised of three 12-bed neighborhoods, each designed for self-sufficiency so care providers spend less time in the hunting and gathering associated with their work. To further diminish the need to crisscross the unit, each floor is serviced by two sets of elevators. Nurses' stations are situated with optimal sight lines, which enhances staff communication and patient safety. Collaboration zones for a multidisciplinary healthcare team improve efficiency, productivity, and staff satisfaction.

In keeping with the Planetree philosophy of caregiving, an embedded sense of empathy is inherent in the hospital's design. The interiors respond to the functional requirements of the clinical workplace setting as well as the emotional and spiritual needs of patients, families, and staff. **c**

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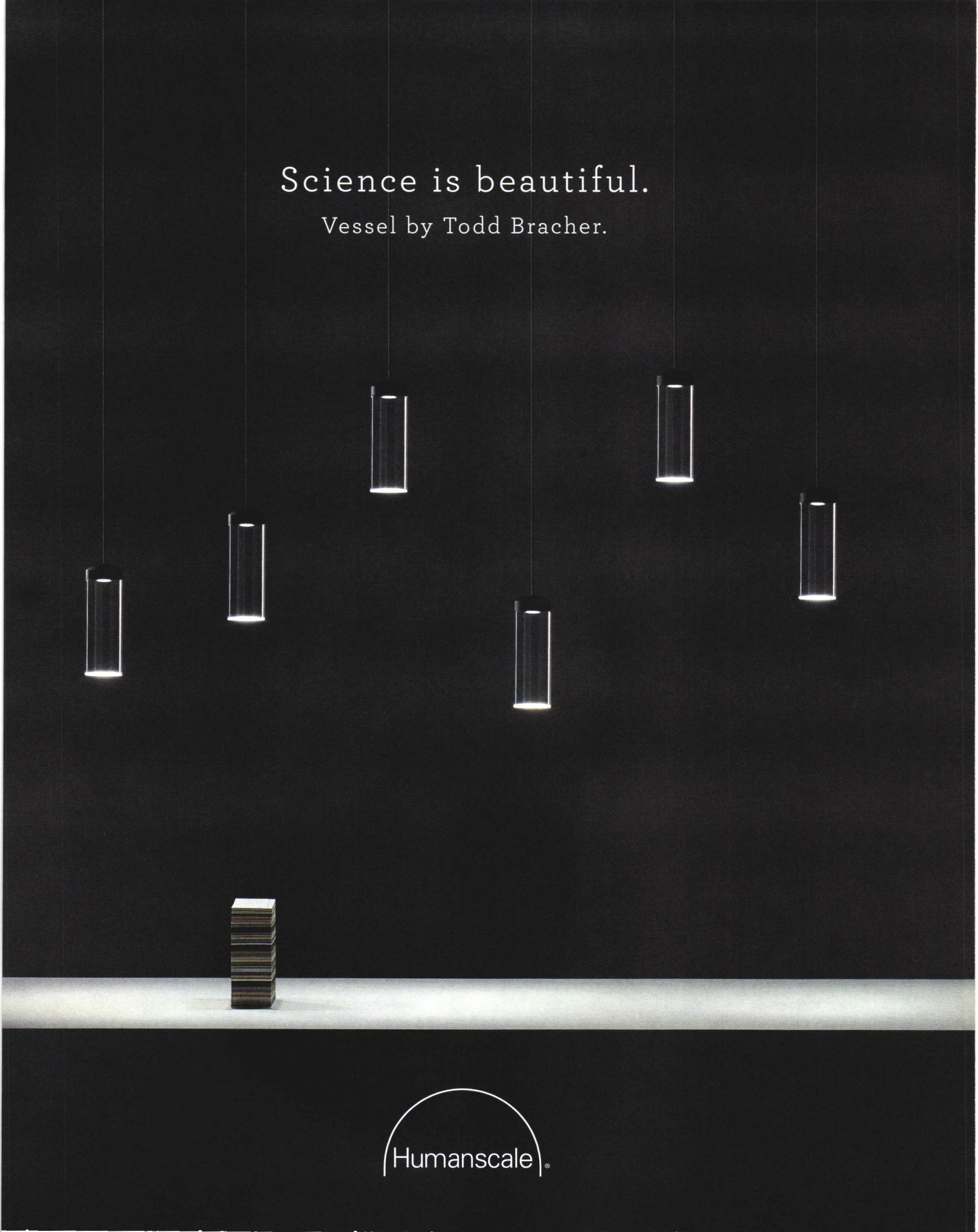

Science is beautiful.
Vessel by Todd Bracher.
Humanscale


EXIT

# Healthcare Environment Awards 2017

**The 2017 Healthcare Environment Awards—honoring innovative architectural and interior design solutions that enhance the quality of healthcare delivery—are presented by *Contract* magazine in partnership with The Center for Health Design and in cooperation with the Healthcare Design Expo + Conference. The awards recognize projects across a range of project types—including acute care, ambulatory care, conceptual design, health and fitness wellness facilities, landscape design, and student projects. Six professional projects and one student design were selected by a jury to receive awards and honorable mentions. The winner in the acute care category is the Shirley Ryan AbilityLab (this page, cover, and page 76) in Chicago by HDR | Gensler in association with Clive Wilkinson Architects. This year's Healthcare Environment Award jurors were Lilliana Alvarado, principal, Uphealing; Rosalyn Cama, president, CAMA, Inc.; Craig Puccetti, director, architectural services, BSA Lifestructures; and Anita Rossen, healthcare interiors market leader, CollinsWoerman. *Contract* Editor in Chief John Czarnecki and a representative of The Center for Health Design will present the awards during The Center for Health Design's awards presentation at the Healthcare Design Expo + Conference in Orlando, Florida, on November 13.**



Bright colors and large-scale graphics guide visitors and patients through the facility.

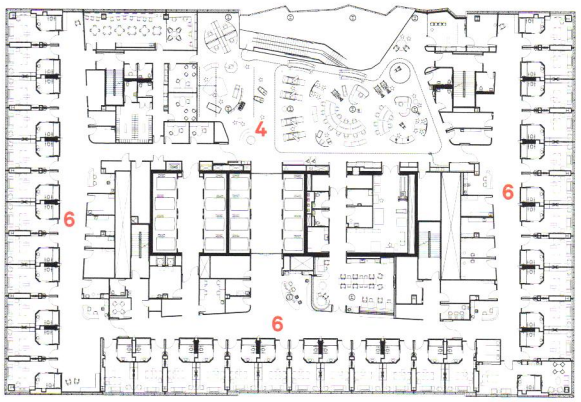
# Shirley Ryan AbilityLab

By Edward Keegan, AIA
Photography by Michael Moran, Dave Burke, and Dan Schwalm

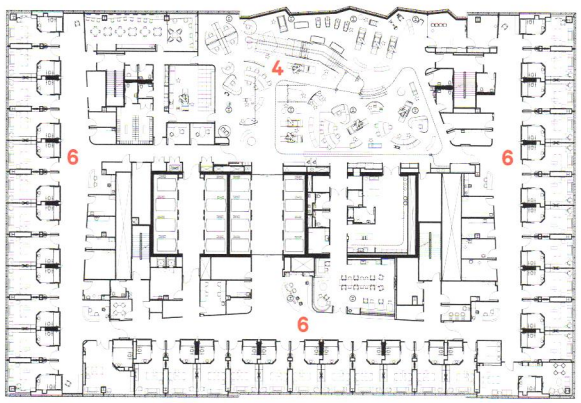
**WINNER**
**Acute Care**



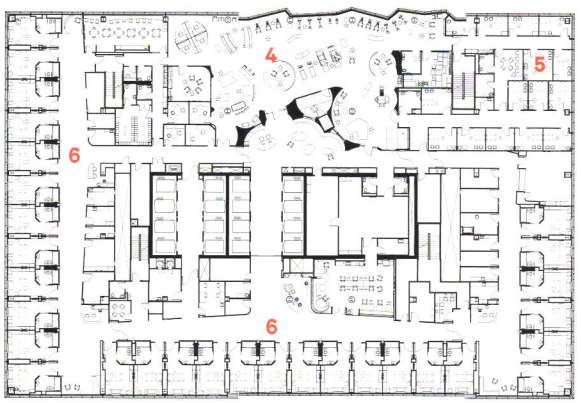
**HDR | Gensler in association with Clive Wilkinson Architects conceives an urbane, contemporary rehabilitation center in Chicago that meets a complex interior program**




Twenty-Fourth Floor Plan




Twenty-Third Floor Plan

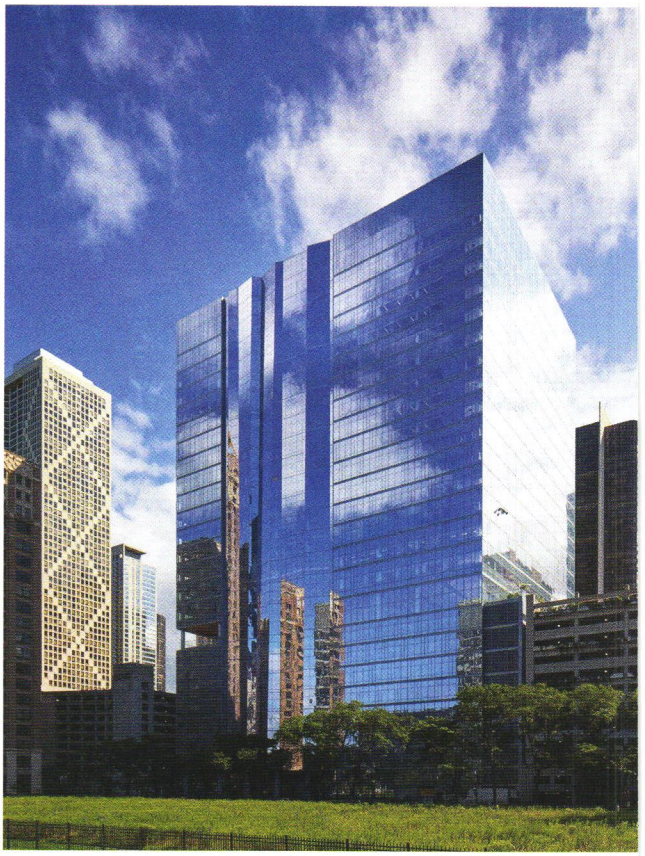



Eighteenth Floor Plan




Tenth Floor Plan

1 Sky Lobby
2 Garden
3 Chapel
4 AbilityLab
5 Outpatient physician clinic
6 Patient rooms



**The Shirley Ryan AbilityLab is a new 27-floor building in the Streeterville neighborhood of downtown Chicago (above). Ample daylight is diffused throughout the interior (opposite, top), while curved countertops (opposite, bottom right) ease navigation. Outdoor therapy gardens (opposite, bottom left) have places to sit, walk, and gather with views of downtown and Lake Michigan.**

Chicago's Shirley Ryan AbilityLab, a renowned rehabilitation center, makes complexity an asset rather than a liability at its new home in the downtown Streeterville neighborhood. The multifaceted design team of HDR | Gensler in association with Clive Wilkinson Architects collaborated to bring a clean, contemporary simplicity to a healthcare center with complex programmatic needs.

"Everything in the design is doing two or three things," explains HDR Design Principal and Creative Director Tom Trenolone. To design this 27-story, 1.2-million-square-foot tower, HDR turned to Gensler for its high-rise expertise, adding Los Angeles–based Clive Wilkinson to address the patient experience. Previously known as the Rehabilitation Institute of Chicago and located one block north for more than 40 years, the organization has realized transformation. Pat Ryan, the founder and former executive chairman of Aon, and wife Shirley gave a multimillion-dollar donation to the institute, which was renamed the Shirley Ryan AbilityLab with the move to the new building.

### Reflecting real-world challenges

"Our first inclination was to design something that was very universal," recalls Gensler Design Director Anne Gibson. But Shirley Ryan AbilityLab CEO Dr. Joanne Smith told the architects, "The world is not like that." So the designers were tasked with creating a superb, flexible interior that would facilitate the most innovative rehabilitative care while reflecting real-world challenges.

The small ground-floor lobby is adjacent to a covered drop off along the east side of the building. Visitors proceed up to the 10th floor via elevators into the north-facing Sky Lobby, which is dedicated to waiting areas, executive offices, a conference center, a nondenominational chapel, and two outdoor therapy gardens. Ceilings taper upwards from the central elevator core, and abundant white surfaces—on the floors, walls, and ceilings—help distribute ample daylight throughout. Curved surfaces predominate, from



**Shirley Ryan AbilityLab**

Architects and Interior Designers **HDR | Gensler in association with Clive Wilkinson Architects**

Client **Shirley Ryan AbilityLab**

Where **Chicago**

What **1.2 million total square feet on 27 floors**

Cost/sf **$339**

For a full project source list, see page 106 or visit contractdesign.com.









Patients, healthcare providers, and researchers work together within the AbilityLabs (above two), which feature custom graphics (opposite, top) that signify the parts of the body focused on within each space. Colors are attuned to the specific use of the interior, with bright hues (opposite, bottom) used within areas for rehabilitating limbs and a muted palette (right) for brain and speech therapies.







countertops and planter benches to the walls that enclose more private zones. The intent is to create frictionless spaces that are welcoming and easy to navigate.

Above, clinical floors center on the AbilityLabs, where patients, healthcare providers, and scientific researchers work to establish rehabilitative innovations. Specific therapies—for arms and hands, legs and walking, strength and endurance, thinking and speaking, and pediatric care—are clustered together by focus in the center of the northern half of the building, denoted on the exterior by pleats in the glass facade.

At the institute's previous facility, researchers and patients were separated by floor. "We've been preaching [about] putting researchers and practitioners together for some time," Trenolone says. "This is one of the first buildings to incorporate the translational model [of placing them in the same room]." The labs are such a novel concept that suitable furnishings were not available in the marketplace, leading Clive Wilkinson and his team to custom-design furniture. More than 20 pieces of custom furniture and medical equipment were designed with dTank and Tri-WG. The custom furniture includes storage pieces, workstations, phone booths, meeting pods, freestanding screens, and benches. Custom medical equipment consists of activity tables, mat tables, and training stairs.

Colorful, large-scale graphics are employed in the building's most important spaces to inform the patient experience in multiple ways. "A significant number of people enter the facility on their backs, so the ceiling design became a major communicating feature," notes Wilkinson. Los Angeles–based EGG Office joined the design team for the interior surfaces and identity.





Each AbilityLab displays individualized graphics that boldly represent the parts of the body that are addressed within, and colors are calibrated to the specific use. While the lab interiors for rehabilitating limbs have bright colors, those for brain and speech therapies are muted. Graphics also define metrics; in the lab for legs and walking, hash marks delineate yards, and paths are configured to provide small-scale lap tracks. "The graphic design provides a tool for therapists and scientists, but it's also a goal for patients," explains Gibson.

**Comfortable rooms for long-terms stays**

Patient rooms—with ample daylight and city views—wrap the east, south, and west sides of the building. Unlike in an acute-care hospital, patients of the Shirley Ryan AbilityLab stay for weeks or months at a time, with an average of about a month. Private rooms maintain a neutral palette, with built-in light-colored warm oak millwork as the primary accent, encouraging patients to add their own personal effects. The rooms are connected by irregularly shaped corridors that vary in width from a standard eight feet up to 13 feet, creating spaces where patients can rehab outside the more carefully defined parameters of the labs.

The rebranding as the Shirley Ryan AbilityLab expresses the benefits of collaboration, which the organization has honed over decades of success. "The distinctive voice of the AbilityLab can have a profound effect on the world," says Gibson. "It holds the possibility of changing the medical community." That is a worthy—and lofty—goal for the building and the institution it houses. **c**



**Key Design Highlights**

Interiors are designed with specific rehabilitation therapies in mind, and researchers and practitioners work together in the same spaces.

In the labs, customized graphics signify parts of the body that are the focus of treatment.

Clive Wilkinson and his colleagues custom-designed more than 20 pieces of furniture to meet the unique needs of this rehabilitation institute.

Curved surfaces are intentional, allowing for ease of navigation for rehabilitation patients.

With ample daylight and city views, patient rooms (above) feature a neutral palette with built-in oak millwork. Waiting areas employ bright colors and expansive views (opposite, top and bottom), while executive offices (right) and a conference center (far right) benefit from ample daylight.





# Marcus Mariota Sports Performance Center

By Brian Libby
Photography by Aaron Leitz

WINNER
**Health and Fitness Wellness Facilities**



**For the University of Oregon, SRG Partnership creates a home for medical treatment and athletic training, with recruiting-friendly elements**




Ceiling panels are designed with a pattern akin to flocking mallards, and illuminated LED arrays change their intensity and color throughout the day to mimic natural light within the windowless interior.





**Marcus Mariota Sports Performance Center**

Architect and Interior Designer **SRG Partnership**

Client **University of Oregon**

Where **Eugene, Oregon**

What **30,000 total square feet on one floor**

Cost/sf **$578**

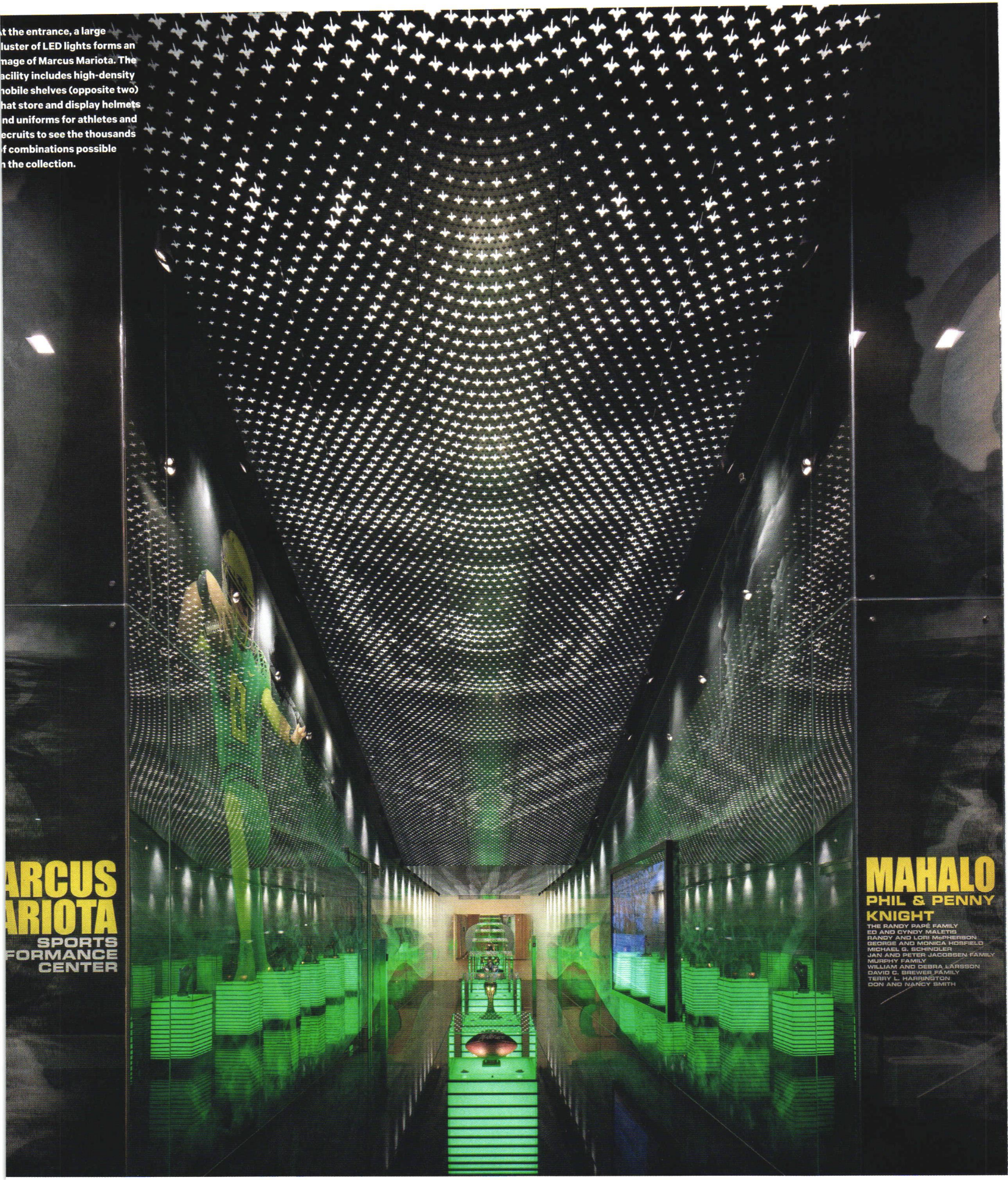
For a full project source list, see page 106 or visit contractdesign.com.

As concussions and other injuries have been found in recent years to pose greater long-term health risks to football players than previously known, professional and college teams alike have placed an added emphasis on safety and treatment. The University of Oregon (UO) Marcus Mariota Sports Performance Center in Eugene, Oregon, is leading the way.

Located next to the Oregon Ducks football team's longtime home, Autzen Stadium, and named for its quarterback who won the 2014 Heisman Trophy, the 30,000-square-foot, $19.2 million Mariota Center is the latest in a succession of the university's facility investments. Coupled with flashy, ever-changing uniforms and underscored by the benefaction of Nike co-founder Phil Knight, an alumnus, the Oregon identity has been transformed. A perennial loser for much of the 20th century has now become one of college football's success stories.

"We always wanted to present the UO brand as not just a college but a place of innovation," explains Todd Van Horne, Nike's creative director for football, who helped guide the Mariota Center's creation, in conjunction with architecture firm SRG Partnership, based in Portland, Oregon. "We're all about pushing for the next and not looking around to see what others are doing, not being fearful of being front runners."

The Mariota Center—housed within the Casanova Center that also includes the athletic department administration—combines



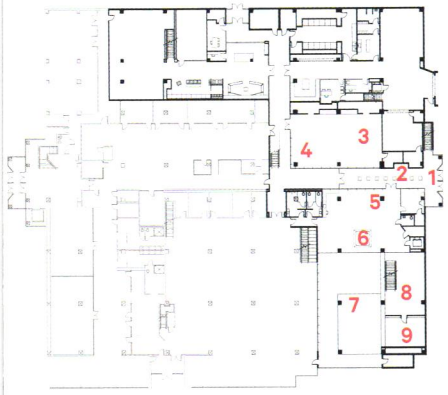

At the entrance, a large cluster of LED lights forms an image of Marcus Mariota. The facility includes high-density mobile shelves (opposite two) that store and display helmets and uniforms for athletes and recruits to see the thousands of combinations possible in the collection.



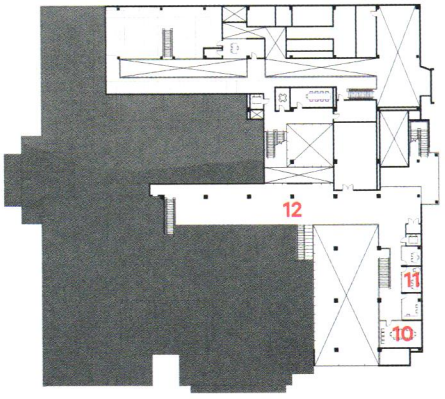

The center includes a sports performance area (above), where athletes can stretch and do low-impact activities on a gray floor inlaid with Oregon's well-known feather pattern. Specialists can track a player's progress and recovery after an injury with motion-capture cameras (right). Uniforms are displayed in a storage area (opposite, top).






First Floor Plan




Mezzanine Plan

1 **Entrance**
2 **Trophy lobby**
3 **Active recovery**
4 **Motion capture/balance**
5 **Physiology**
6 **Boxing**
7 **Movement**
8 **Passive recovery**
9 **Resting room**
10 **Conference room**
11 **Office**
12 **Warm-up track**

medical treatment and athletic training with leading-edge data collection. "We accept that injuries happen, but our focus is how we prevent them," explains Andrew Murray, the Mariota Center's director. "How do we become proactive and not just reactive?"

### Technology combined with bold visuals

When a player suffers a concussion, for example, Mariota Center specialists can track an evolving neurological condition with a variety of motion-capture cameras, comparing measurements to baseline readings taken preinjury. When a bone is broken, bone-density measurements and treatments can help players come back stronger, with less threat of reinjury. Even after the usual strains of a practice, athletes can don special boots and sleeves that circulate hot and cold water to eliminate soreness.

The Mariota Center is also about excellence in personnel, bringing doctors, sports scientists, and strength and conditioning coaches together under one roof. "It's about evidence-based and data-driven practice, and coming back to those landmarks ahead of injury, so we know what success looks like," Murray explains.

Eye-popping visuals go hand in hand with the University of Oregon's recent success on the football field, so the Mariota Center is as sleek as it is innovative. "That was the challenge," says Josh Orona, a senior associate at SRG Partnership. "There are these scientific, clinical components. How do we make it not so clinical and reinforce that this is about student athletes?"

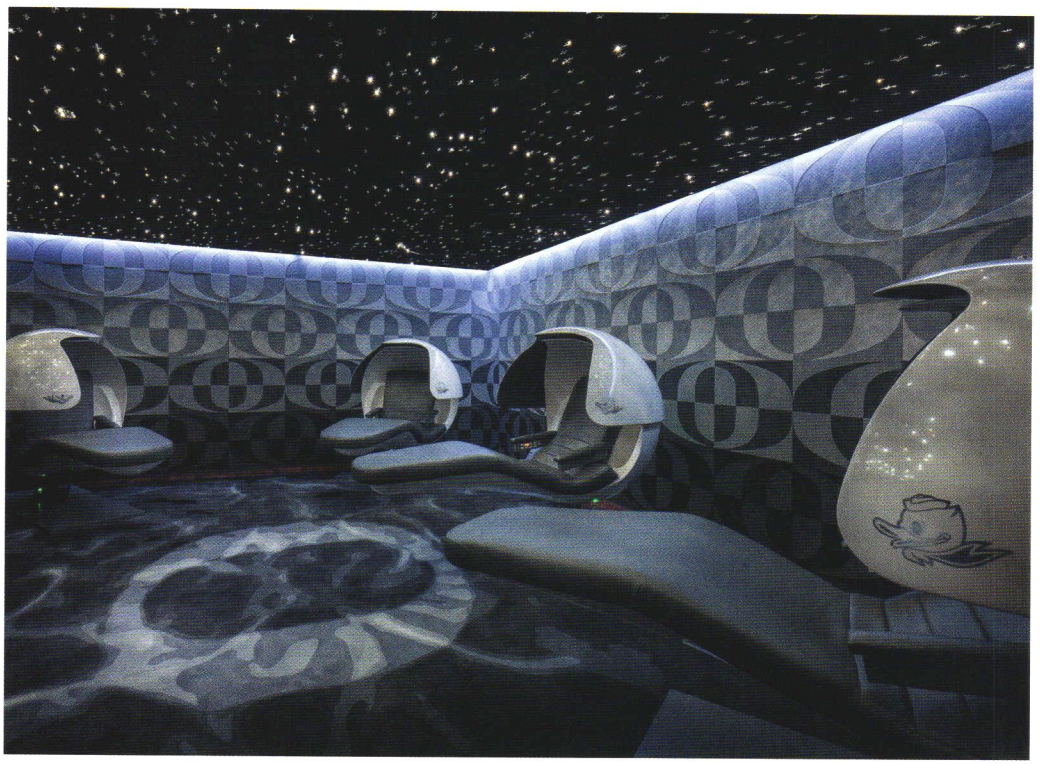
**Key Design Highlights**

LED lighting varies in intensity and color throughout the day to simulate natural light within the windowless interior.

A storage and display area reveals the thousands of combinations for the team's uniforms and helmets, which are accessed from two and a half miles of high-density mobile storage at the push of a button.

Five bubble-shaped sleeping pods provide athletes with a quiet place to rest.

Specialists track athletes' progress and recovery with motion-capture cameras.





**The Mariota Center also houses athletic department offices (left and below). Recruits can try on shoes (opposite, top), while five bubble-shaped sleeping pods (opposite, bottom) beneath a star-adorned ceiling provide a place to rest.**



of LED lights that form the likeness of Marcus Mariota while passing a collection of his trophies under glass. Inside the treatment area, walnut floors give way to walls of video screens, under ceilings decorated with a pattern of flocking mallards. The intensity and color of illuminated LED arrays change throughout the day so that this windowless interior space mimics natural light.

Because the Mariota Center is a long walk from the rest of campus, and because sleep is important for optimal health and recuperation, five sleeping pods by Metronaps allow athletes to nap as needed. The interior with the pods—bubble-shaped recliners underneath a glowing star-festooned ceiling—feels otherworldly.

Paired with the treatment center, a storage and display area for helmets and uniforms doubles as a recruiting tool. At the push of a button, potential players can see the literally thousands of combinations for jerseys and helmets accessed from two and a half miles of movable shelves. They can even view themselves as a hologram outfitted with the gear. Recruits can also sit on a tricked-out 450-pound carved wooden throne to try on a pair of shoes. "The team is serious about innovation," Orona says, "but it's football, and they like to have a lot of fun with it." c

# Mountain Park Health Center, Tempe Clinic





**WINNER**
**Ambulatory Care**

Architect **SmithGroupJJR**

Client **Mountain Park Health Center**

Where **Tempe, Arizona**



Over the past five years, SmithGroupJJR has worked with the Mountain Park Health Center (MPHC), a nonprofit with an integrated care model that allows patients to be seen by a range of providers in one setting, to renovate five locations in the Phoenix metropolitan area. Most recently, the team transformed a 30,000-square-foot former boat dealership in Tempe, Arizona, into a vibrant community health center that balances clinical efficiency with amenities that promote activity and wellness.

A welcoming atmosphere is established through MPHC's landscape design, which includes walking trails, activity nodes, a children's play area, an open lawn, and a tree nursery. These features encourage an active lifestyle among community members, who are invited to use them outside of clinical hours.

The center's lobby offers an open waiting area with a variety of seating options, while 10-foot-tall glazing provides a direct connection to the outdoors. An adjacent 100-person space accommodates training and community events. Throughout the center, vibrant colors and graphics aid in wayfinding. Exam rooms are 30 percent larger than standard ones and have soundproof sliding doors that grant easy access to those with strollers or wheelchairs. Rather than occupying private offices, staff mingle in team-based workrooms, a kitchen/lounge area, a patio, and small social zones, with the option of retreating to private phone booths.

SmithGroupJJR's design alleviates spatial challenges that MPHC had previously faced, enabling it to hire additional providers and double the number of patients served. —MURRYE BERNARD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# Mercy Virtual Care Center









**HONORABLE MENTION**
**Ambulatory Care**

Architect **Forum Studio**

Client **Mercy Health**

Where **Chesterfield, Missouri**

Though its heritage extends back more than 185 years, Mercy Health, a not-for-profit Catholic organization headquartered in St. Louis, aims to establish a new paradigm for the future of healthcare delivery. While the prevailing model requires patients to travel to a hospital or clinic to receive treatment, Mercy Virtual Care Center, designed by Forum Studio, contains no waiting rooms or hospital beds. Instead, it houses teams of doctors, nurses, and other medical professionals at the ready to virtually provide care.

The four-story, 125,000-square-foot facility's layout and infrastructure were designed for maximum flexibility and efficiency to allow for reorganization, program expansion, and personnel growth. It simultaneously operates as a high-tech medical center, an innovation think tank, a conference center, a sales showroom, and a workplace. An undulating glass curtain wall creates terraces and balconies on each level. Open spaces, abundant natural light, and the use of ecofriendly interior finishes enhance the center's connection to nature while helping staff combat mental fatigue.

Featuring state-of-the-art innovations, the facility aims to be a pioneer in the next generation of healthcare processes, products and technologies. According to Thomas Hale, the former executive medical director at Mercy Health, "There has yet to be a visitor or customer who has not been overwhelmed with the features of the center, the internal culture that it has created, and the integration of the physical space with the innovative care model that virtual care represents."—MURRYE BERNARD


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# Children's National Medical Center Bunny Mellon Healing Garden





**WINNER**
**Landscape Design**

Architect **Perkins+Will**

Client **Children's National Medical Center**

Where **Washington, D.C.**

Dedicated to the First Ladies of the United States, the Bunny Mellon Healing Garden was designed by Perkins+Will to fulfill a pediatric patient's wish to access the outdoors. Located on the third floor of the Children's National Medical Center (CNMC), the only exclusive provider of pediatric care in Washington, D.C., the 7,200-square-foot rooftop garden offers natural elements to improve the health of patients and provide a place of respite from the clinical environment.

Informed by hospital staff, clinicians, parents, and pediatric patients, Perkins+Will conceived a design for the garden that uses principles of biophilia and features an organic material palette. The garden, which overlooks the McMillan Reservoir, boasts panoramic views of the city's monuments and offers walking paths with play-friendly surfaces, benches, regional plants and flowers, a fountain, and a maze.

Enhancing views from patient rooms, the landscape design creates a stylized graphic of a leaf, while an LED lighting scheme outlines the curves of the walls, benches, and fountain.

"For years, many of us here at Children's National have dreamed about having a beautiful outdoor space for our patients and families to enjoy the physical and emotional benefits of being outside," says Kurt Newman, president and CEO of CNMC. "Our dream has finally come true, and our entire team is grateful to the many supporters who helped make this a reality." —HAYLEY ARSENAULT



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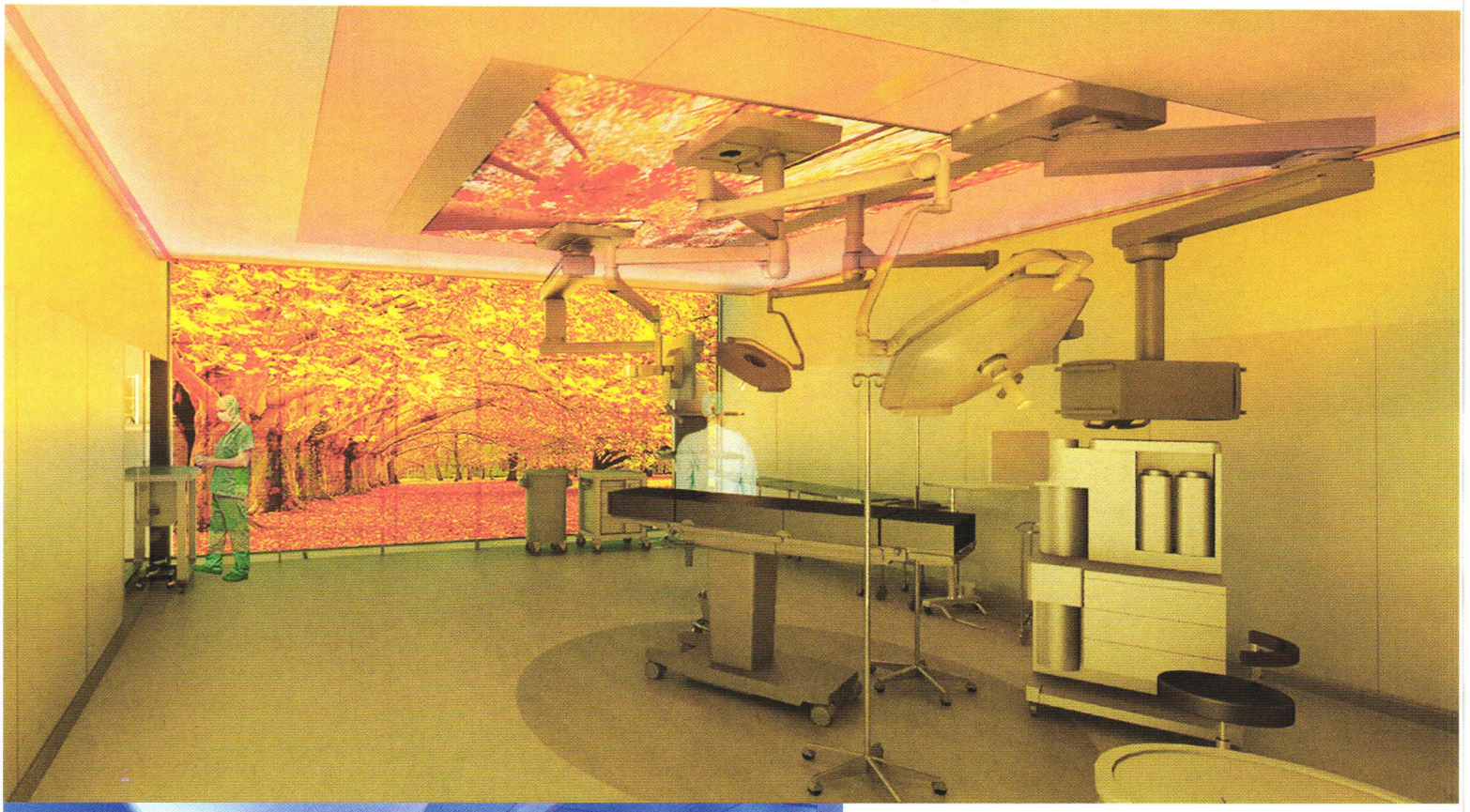
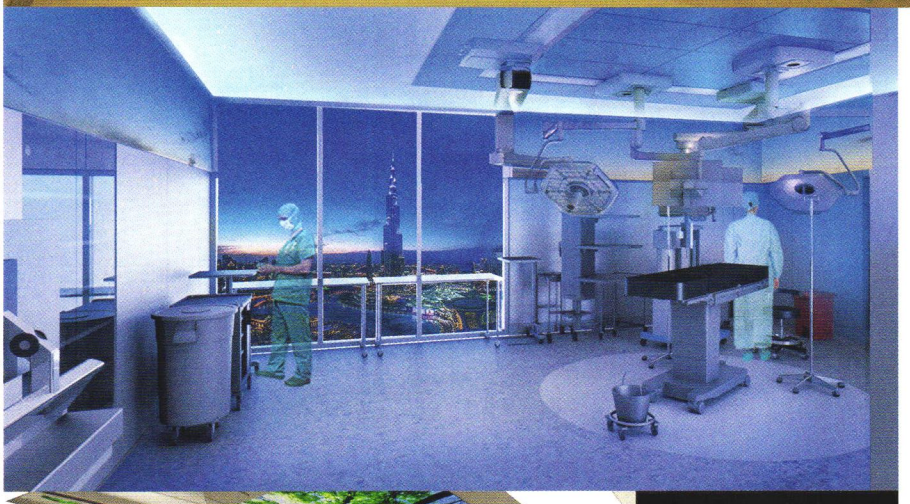
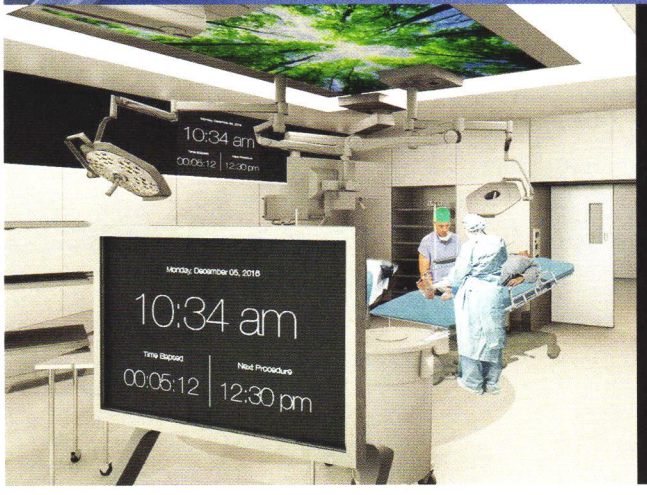
# RIPCHD.OR Operating Room Prototype








**WINNER**
**Conceptual Design**

Designer **Clemson University Architecture + Health Program**

Contributing to a federally funded four-year research effort entitled Realizing Improved Patient Care through Human-Centered Design (RIPCHD.OR), Clemson University's Architecture + Health Program designed an operating room prototype that serves as a platform for safer and more operationally efficient ambulatory surgery.

Clemson's architecture students connected with faculty members, clinicians, consultants, practicing architects, and industry collaborators, challenging the team to examine conventional healthcare construction methods and conceive a new approach.

The first year of the effort involved research and observation, followed by design, initial simulation testing, refinement, and mock-up fabrication in the second and third years. The fourth year, which is currently in progress, involves clinical simulation testing, the dissemination of results, and the implementation of evidence-based design features into two ambulatory surgery centers.

By incorporating supplementary creative and scientific disciplines to optimize safety, usability, comfort, and control for all users, including healthcare providers, the interdisciplinary project delivers an evidence-based approach to advance the design of operating rooms. —HAYLEY ARSENAULT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# Regaining Independence: A Long-Term Acute-Care Hospital






**WINNER**
**Student**

Designer **Austin Ferguson**

School **Clemson University**

Where **Boone, North Carolina**

Tasked with designing a long-term acute-care hospital serving patients recovering from brain and spinal cord injuries, Austin Ferguson, a student at Clemson University, conceived a project focused on the patient experience that capitalizes on views, daylight, and simplified navigation to afford independence.

Conceived for a site in Boone, North Carolina, the conceptual two-story facility is approached from an entrance courtyard along its northern side. Therapy programs feature prominently along the southern end of the building, along with an "activity tower," which focuses on patient recovery with a recreation area and a gym.

Inpatient program and support spaces are located on the second floor, where patients can choose from a variety of rooms that range from public to private.

Offering entry to a greenway that runs through the town of Boone, an outdoor deck accesses a large ramp that serves as seating for the facility's amphitheater.

A glass bridge overlooking the entrance courtyard permits views of the activity below, while each inpatient unit includes a cafe. Large floor plates provide patients with the opportunity to improve mobility during recovery, while patient rooms incorporate sun-shading technology to infuse the interiors with daylight. —HAYLEY ARSENAULT

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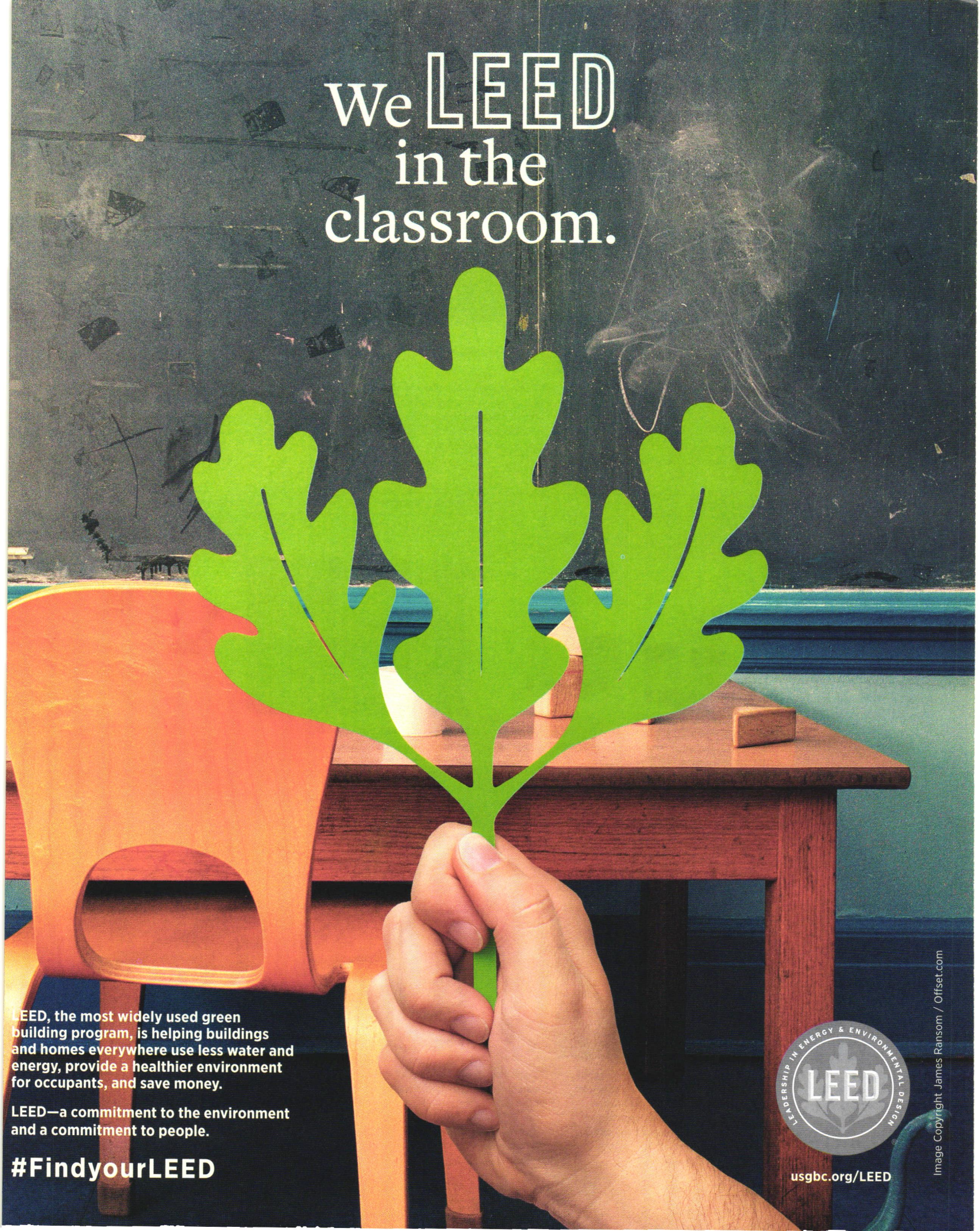
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# Healthcare

## Designers name new products that enliven healthcare environments

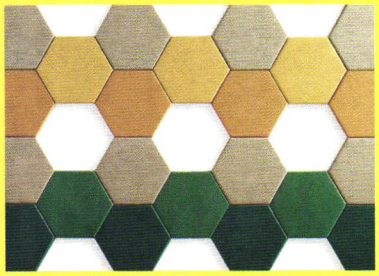
**Christina Park**



Interior Designer
Perkins Eastman
New York

**Xorel Artform: Acoustic Panels**

xorelartform.com



"This product marries Xorel, the world's first bio-based high-performance fabric, with an acoustic or tackable core option. It can quiet a space while also offering a whimsical pin-up feature wall. There are an array of geometric shapes and sizes to add depth and dimension."

**Naughtone: Hush**

naughtone.com



"The Hush chair is a throwback to the traditional wingback that lends a hospitality look and feel to any healthcare space. The high wing style provides patients and guests some much needed comfort as well as a sense of privacy. The upholstery is available with in two-tone option to create a more unique aesthetic."

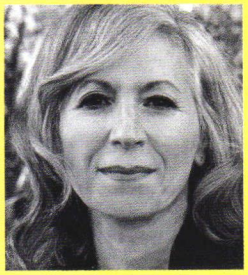
**Momentum Group: Endurance**

memosamples.com



"When selecting upholstery for healthcare environments, durability and maintenance are always a concern. Momentum Group's Endurance PVC-free polyurethane collection was developed with a molecular structure that boasts one million double rubs, comes in 36 colorways, and offers a 10-year warranty. It is my new go-to upholstery."

**Raun Thorp, AIA**



Co-Founder
Tichenor & Thorp Architects
Los Angeles

**Steelcase: Empath**

steelcase.com



"The Empath chair offers an elegant design for infusions and longer treatments. Designed by Steelcase, it provides patients with first-class comfort to aid recovery."

**Mohawk Group: Serenity**

mowhawkgroup.com



"Mohawk Group's Serenity collection has an ethereal feel with striated painterly patterning that vaguely references wood in a modern way without trying too hard. It's environmentally friendly and very durable."

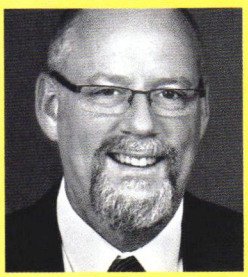
**Herman Miller: Intent**

hermanmiller.com



"Combining an all-purpose table with an integrated wall system, Intent offers a versatile solution for the exam room that removes the usual barriers between doctor and patient. The collection can be adjusted to user needs and takes up little space."

**Randy Beckwith, AIA**



Project Manager
Carrier Johnson + CULTURE
San Diego, California

**Grifols: Misterium**

grifols.com



"Misterium from Grifols is a completely designed and engineered cleanroom system that includes coordinated supporting MEP infrastructure and structural systems. These types of rooms, which reflect Grifols's knowledge and quality control, are highly specialized and come as a prefabricated product."

**TouchSource: Alta**

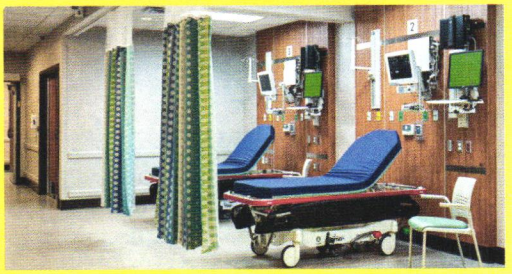
patientselfcheckin.com



"Digital technologies have created many opportunities in healthcare design, and the Alta digital check-in kiosk allows patients to self-register, enabling healthcare providers to be more efficient. It helps to reduce staffing and square footage needs for registration desks and waiting areas, and can cut wait times as well."

**Modular Services: Method**

modularservices.com



"The custom-designed Method headwall system from Modular Services delivers medical gases and electrical services to the patient environment. It offers increased design flexibility and has integrated tracks and channels for equipment management."

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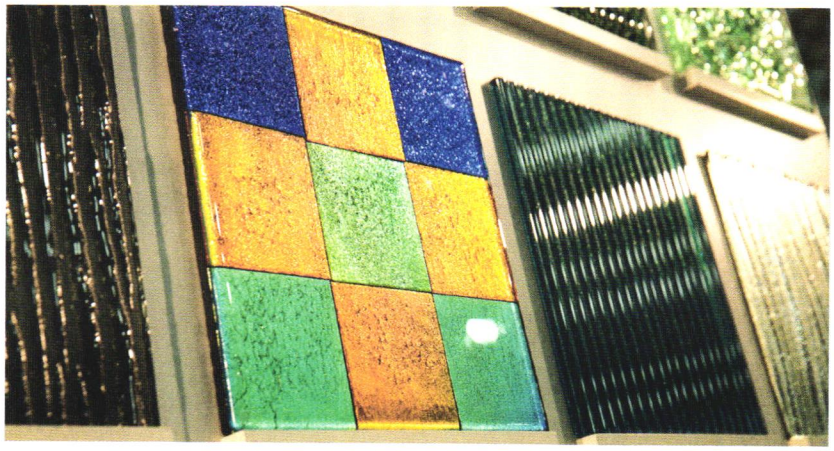





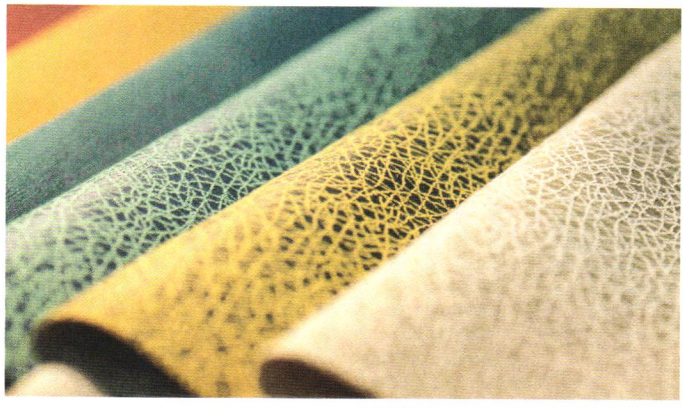

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# sources

### Jacobs Medical Center (page 50)

**who** Architect and interior designer: Yazdani Studio of CannonDesign. Project team: Mehrdad Yazdani; Michael Smith; William Hamilton; Carlos Amato; Craig Booth; Jocelyn Stroupe; Nadine Quirmbach. Contractor: Kitchell. Engineering: Exp (MEP); KPFF Consulting Engineers (structural); Burkett & Wong Engineering (civil). Landscape: Pamela Burton & Company. Sustainability: Ecotype Consulting. Cost estimating: Cumming Corporation. Code: AON Fire Protection.
**what** Walls: Enclos; The Raymond Group; Modular I Shield. Glass: Pulp Studio. Tile: Daltile. Surfacing: Texston Architectural Surfaces. Casework: Western Millwork. Flooring: Forbo; Terroxy.

### Miami Cancer Institute (page 58)

**who** Architect and interior designer: ZGF Architects. Architect of Record: MGE Architects. Associate Architect: VOA Associates. Contractor: Robins & Morton. Lighting: MCLA. Engineering: TLC Engineering for Architecture (MEP); Bliss & Nyitray (structural); David Plummer & Associates (civil). Kitchen: Inman Foodservices Group. Landscape: Geomantic Designs. Graphics: Tom Graboski Associates. Parking: Desman Associates. Medical equipment: Mitchell Planning Associates. Vertical transportation: Lerch Bates. Material management: St. Onge.
**what** Wallcoverings: Carnegie. Paint: Sherwin-Williams. Laminate: Formica. Hard flooring: Daltile. Resilient flooring: Nora Rubber. Carpet/carpet tile: Shaw Contract. Pendants/chandeliers: Lumens. Sconces: Resolute. Decorative glass panels/partitions: Skyline Design. Window treatments: MechoSystems.

### Stamford Hospital (page 64)

**who** Architect and interior designer: EYP Health. Project team: Tushar Gupta; Anthony Thomas; Roseann Pisklak; Sherri Shafiei. Contractor: Skanska USA. Lighting: HDLC Lighting. Engineering: BR+A (MEP); Walter P Moore (structural). Kitchen: Worrell Design Group. Landscape: Dirtworks Landscape Architecture. Graphics: PDG. Art: Kathy and Katharine Sachs. Wayfinding: Phil Nelson.
**what** Wallcoverings: Carnegie Xorel; KnollTextiles; Koroseal. Paint: Sherwin-Williams. Laminate: Abet Laminati; Bonlex; Formica; Nevamar; Pionite; Wilsonart. Other surfacing: Corian; Ice Stone; 3form; Lightblocks. Walls: American Olean; Graniti Vicentia; Interstyle; Vogue Bay; CS Acrovyn. Flooring: Plyboo; Crossville; Daltile; Walker Zanger; Nora; Patcraft; Shannon Specialty Floors; Johnsonite; Roppe. Carpet/carpet tile: Interface; Karastan; Milliken; Patcraft; Shaw; Tandus Centiva. Stone: O&G Industries; Gemstar. Ceilings: Armstrong. Lighting: Cooper Lighting; Focal Point; Juno Lighting; Herman Miller; Peerless; Ecolux; Gammalux; Lumenpulse; Kurtzon Lighting; Amerilux Lighting; Winona LED; USAI; Pinnacle; Robert Abbey; Louis Poulsen; Impact Lighting; Tech Lighting; Foscarini; Yellow Goat Design; Eureka Lighting; Leucos USA; Oxygen Lighting; Contech Lighting; Lumascape; Electric Mirror. Architectural glass/glazing: Viracon. Decorative glass panels/partitions: 3form; Skyline Design; Joel Berman; Meltdown Glass. Commissioned art glass: Gordon Huether. Window treatments: MechoShade. Workstations: Herman Miller. Seating: Herman Miller; Bernhardt Design; Carolina Business Furniture; Cumberland; David Edward; HBF; Champion Manufacturing; H Contract; Stance Healthcare; Wieland Furniture; Davis Furniture; BFM Seating; HighTower; First Office; JANUS et Cie. Upholstery: Anzea Textiles; Arc-Com Fabrics; Architex International; Bernhardt Design; Brentano Fabrics; Carnegie Fabrics; CF Stinson; Designtex; HBF Textiles; KnollTextiles; Kravet Contract; Maharam; Momentum Group; Pallas Textiles; Paul Brayton Designs. Tables: Herman Miller; Smart Desks; Nienkamper; Versteel; Bernhardt Design, Futrus USA; Herman Miller; HighTower; Arcadia Contract; Carolina Business Furniture; Martin Brattrud; ERG International; HBF; Nemschoff; Nucraft Furniture; Eldridge Wood Design; JANUS et Cie; Midmark; Nemschoff; Nevins. Files and shelving: Herman Miller. Lockers/cubbies: Hallowell; Ideal Products. Drawers/casegoods: Nevins; Nucraft Furniture; Krug. Planters/accessories: Claridge; Ergotron; Forms+Surfaces; Herman Miller; Magnuson Group; Nevins; Peter Pepper Products; Waste Wise; PointeShield; Sanitized Acti-Fresh; Designtex. Textile treatments/finishes: PointeShield; Nanotex; Writer's Block; Teflon; Crypton; Crypton Green; NanoSphere; GreenShield; Brayton Ease; Write-Off; Permablok3; Advanced Beauty Gard Supreme.

### Shirley Ryan AbilityLab (page 76)

**who** Architects and interior designers: HDR | Gensler in association with Clive Wilkinson Architects. HDR project team: Abigail Clary; Todd Eicken; Tom Trenolone; Jon Crane; William DeRoin; Michael McGinn; Karl Lust; Jeffrey Fahs; Jennifer Bradley; Lance Thies; Claire Swanson; Randy Niehaus; Krysia Lynch; Kevin Augustyn; Trevor Hollins. Gensler project team: Nila R. Leiserowitz; Grant Uhlir; Steve Weindel; Brian Vitale; Linda Mysliwiec; Aleksandar Sasha Zeljic; Scott Hurst; Chris Grosse; Carlos Martinez; Anne Gibson; Lena Kitson; Lindsey Feola; Rachel Sears; Daniel Krause. Clive Wilkinson Architects project team: Clive Wilkinson; Chester Nielsen; Amber Wernick; Humberto Arreola; Ben Kalenik; Jesse Madrid; Evan Bliss. Graphics: EGG Office. EGG Office project team: Christian Daniels; Kate Tews; Mary Kim Harmon; Andrea Lee. Contractor: Power Construction. Engineering: Thorton Tomasetti (structural); ED Design (MEP); V3 International (civil). Vertical transportation: Lerch, Bates & Associates. Parking garage: Desman Associates. Fire/life safety: Jensen Hughes. Owner's Rep: Arcadia. Project Management: Rise Group.
**what** Wallcoverings: Versa; Koroseal; D.L.Couch. Paint: Benjamin Moore. Laminate: Formica; Wilsonart. Curtain wall system: Permasteel Group North America; Innovation Glass Corporation. Aluminum Paint: PPG Industries. Walls: USG; TileBacker by Georgia-Pacific; Sky Fold; ModernFold. Flooring: Stone Source; Daltile; Armstrong; Nora; Mannington; Sika. Carpet/carpet tile: Interface; J+J Invision. Ceilings: Tnemec; Armstrong. Interior lighting: 3G Lighting; Selux; Kurt Versen; Lumenpulse; Traxon; Focal Point; Nessen, Coronet Lighting; a-light, Eureka. Exterior lighting: BEGA; HessAmerica. Hardware: Best Access Systems; Folger Adam; Ives; McKinney; Norton; Pemko; Rockwood; Rixson; Sargent; Securitron. Doors: C.R. Laurence; Dorma; Horton Automatics. Veneers: Bacon Veneer; Wilsonart. Architectural glass/glazing: Shanghai Yaohua; Pilkington Glass Group. Window treatments: MechoShade. Workstations: Dtank; Steelcase. Seating: Steelcase; Coalesse; Davis Furniture; Allermuir; Coalesse; Vitra; Plank; Keilhauer; Healthcentric; Lowenstein; OFS; Nemschoff. Upholstery: Knoll; Maharam; Architex; Designtex; Momentum Group; Bernhardt Design; Wolf-Gordon; Brentano; Enviroleather. Tables: Bernhardt Design. Storage systems: Steelcase; Superior; Classic Woodworking; Bradley; Kewaunee Scientific Corporation. Roofing: American Hydrotech; LiveRoof; Midcon Products; Hanover Architectural Products; Carlisle Syntec. Elevators: ThyssenKrupp North America. Architectural/custom woodworking: Imperial Woodworking Co. Garden exterior tables: Kettal. Garden seating: Knoll Studio. Signage: Poblacki. Plumbing fixtures/fittings: Kohler; Delta; Symmons; Elkay; Sterling.

### Marcus Mariota Sports Performance Center (page 84)

**who** Architect and interior designer: SRG Partnership. Project team: Jeff Yrazabal; Walker Templeton; Greg Williams; Robert Lochner; Dmitriy Molla; Josh Orona; Emily Wright. Contractor: Hoffman Construction Company. Lighting: Horton Lees Brogden. Engineering: PAE. Landscape: Place Studio. Graphics: Todd Van Horne. Experience design: Gallagher.
**what** Flooring: Brandsen Floors; Terroxy; Crossville; Oregon Tile and Marble; Mondo. Carpet/carpet tile: Burmatex; Bentley. Lighting: ALW. Architectural glass/glazing: Hartung. Decorative glass panels/partitions: Moonshadow Glass. Window treatments: Lutron. Workstation/task seating/conference seating: Herman Miller. Lounge/reception seating: B&B Italia; Why Not Bespoke. Patient seating: Poltrona Frau. Conference tables: Lamer Woodworking. Side tables: Ward Bennett. Other tables: Davis Furniture. Storage systems: Spacesavers; JS Perrott. Architectural/custom woodworking: JS Perrott; Gallagher. Signage (fabricator): Ambrosini Design. Plumbing fixtures/fittings: Kohler; Delta.

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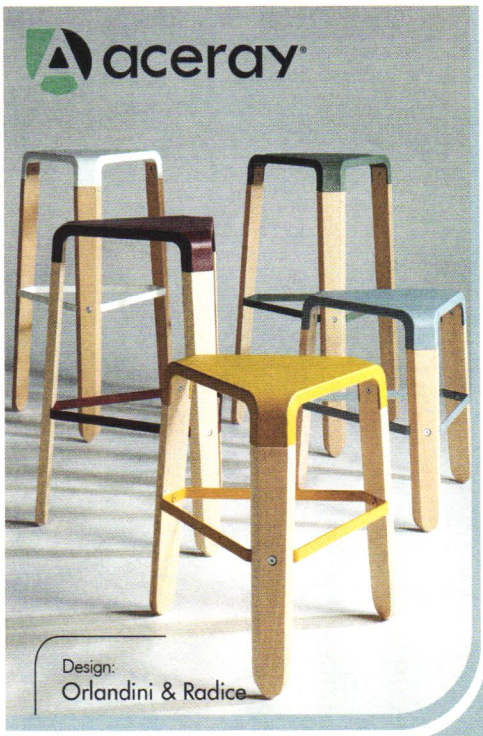

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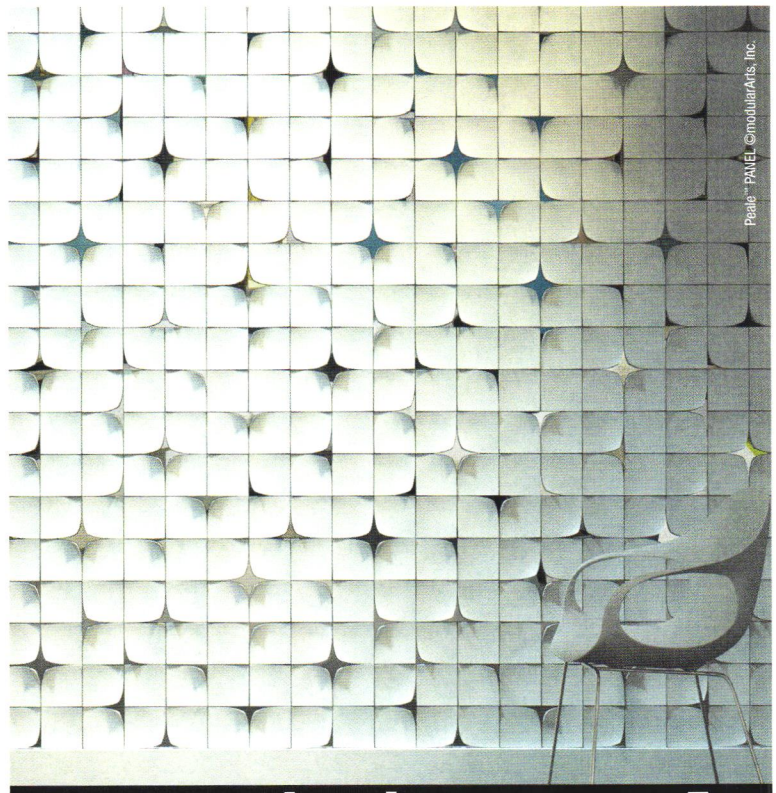

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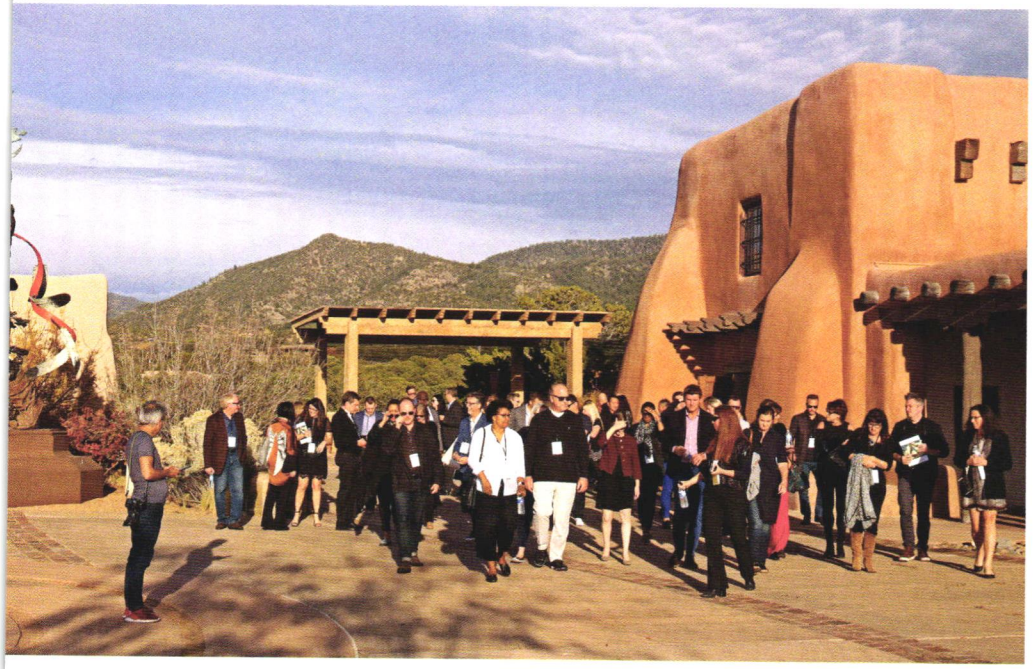

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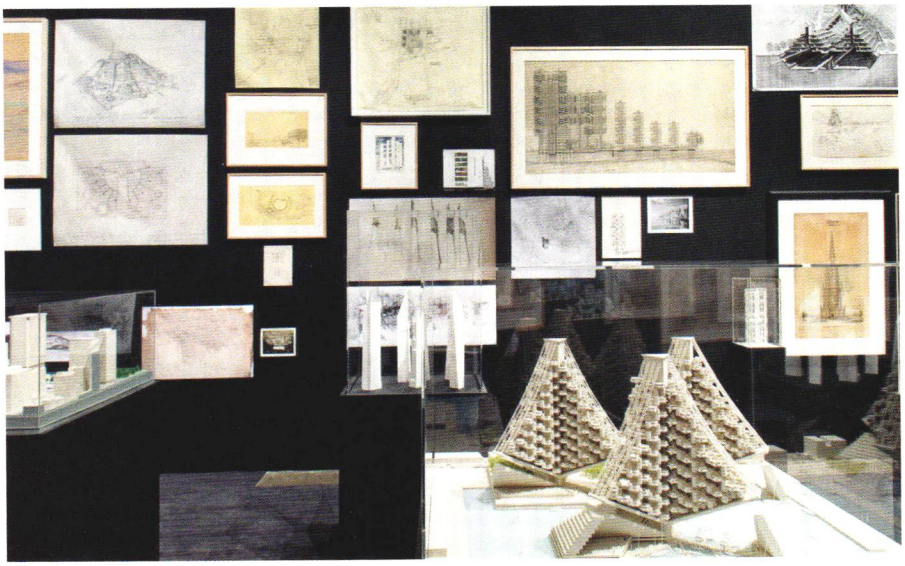
# The New York That Never Was

## The Queens Museum presents an exhibition of drawings and models that ponders unbuilt concepts by notable designers





New York is constantly in flux, but it could have become a very different place if certain building concepts had been realized. "Never Built New York," on view at the Queens Museum through February 18, 2018, features 150 years of designs that never came to fruition.

"The exhibition will take visitors beyond the limitations of reality into an alternate history of New York," says Sam Lubell, a *Contract* contributing editor who is co-curator of the exhibit with Greg Goldin. "The show is designed as a dense urban dreamscape, revealing in all directions pure urban inventions that would have changed the city beyond recognition—both for better and for worse. Visitors get a sense of how ephemeral built visions, and realities, can be."

The museum's Rubin Gallery (left) displays drawings and models—obtained from more than 40 public and private archives—that are organized geographically, mimicking the city's skyline and density. Concepts proposed by Sanford White, Louis Kahn, Marcel Breuer, Moshe Safdie, Robert Venturi and Denise Scott Brown, Frank Gehry, Rem Koolhaas, and Zaha Hadid are on view to the public for the first time.

Installed on the museum's famed Panorama of the City of New York (top) are more than 70 unbuilt projects in their intended locations. The illuminated plexiglass models were 3-D-printed by students at Columbia University's Graduate School of Architecture, Planning and Preservation. The Skylight Gallery displays a bounce house version of Eliot Noyes's Westinghouse Pavilion for the 1964 New York World's Fair.

"Never Built New York" explores how issues like sustainability, gentrification, and economics shape the built environment. By looking to the past and what could have been, we free our imaginations to ponder the urban landscape of the future. —MURRYE BERNARD